

ANNUAL REPORT



2025

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We pay respect to the Traditional Custodians and First Peoples of NSW, and acknowledge their continued connection to their country and culture.



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Letter of transmittal

Most Reverend Anthony Fisher OP
Chairman, Bishop Members of Catholic Schools NSW
38 Renwick Street

Your Grace,

I am pleased to submit for your consideration the 2025 Annual Report for Catholic Schools NSW Limited (CSNSW), for the calendar year 2025. This report highlights the company's achievements and strategic initiatives for the year, including the 2025 Financial Report and Independent Auditor's Report.

We thank you for your ongoing guidance and prayers as Catholic Schools NSW commits to providing all children and young people under our care an education that allows them to flourish and grow in their faith, working to make the Catholic school, "not simply an institution, but rather a living environment in which the Christian vision permeates every discipline and every interaction."¹

Yours sincerely,



Emeritus Professor Toni Downes,
Interim Chair



¹ Pope Leo XIV, Apostolic Letter 'Drawing Maps of Hope', 27 October 2025, 5.2.

Interim Chair's report

It is a privilege to present the 2025 Annual Report of Catholic Schools NSW (CSNSW). This past year has been one of continued strategic delivery, organisational renewal, and strengthened leadership across the sector, as we worked to advance God's Mission through our service to Catholic education in New South Wales.

Throughout 2025, CSNSW has operated in an increasingly complex policy environment, shaped by regulatory reform and renewal, evolving expectations of governance, and rapid technological change. In this context, the organisation has remained focused on providing clear leadership, practical support for schools and systems, and strong advocacy for Catholic education.

A significant milestone during the year was the approval of the CSNSW *Strategic Plan: Towards 2030* by Bishop Members. This plan provides a clear framework for the organisation's future direction, reaffirming our mission-centred purpose and setting out strategic priorities that balance advocacy, service delivery, governance, and stewardship. It builds on the outcomes of the 2022 corporate review and positions CSNSW to respond effectively to emerging challenges.

The year also saw continued investment in digital capability and cybersecurity through Project Carlo, alongside expanded leadership in data and analytics, including the School Insights Platform and next-generation HSC reporting tools. These initiatives are improving the accessibility and usefulness of data to support school and system leaders in decision-making and planning.

Advocacy remained central to CSNSW's work in 2025. The Keep School Funding Fair campaign played an important role in shaping public understanding of school funding arrangements in the lead-up to the 2025 federal election. Through research, media engagement, and sector-wide collaboration, CSNSW contributed to a more informed national conversation and secured broad political support for the continued fair funding of non-government schools.

The work of the Kathleen Burrow Research Institute continued to underpin this advocacy. Publications during the year addressed key issues including resilience in schools, the role of the liberal arts, the economic contribution of non-government schools, the future of the HSC, and disparities in boys' education, strengthening CSNSW's role as a credible voice in education policy.

CSNSW also ensured that the perspective of Catholic education was represented at the highest levels of decision-making through ongoing engagement with the NSW Schools Advisory Council, the NSW Education Standards Authority (NESA) Board, and the Non-Government Schools Not-for-Profit Advisory Committee. Through these forums, CSNSW contributed to policy development across curriculum reform, school registration, and regulatory frameworks.

The 2025 Education Law Symposium, convened under the theme "Governing for Mission", brought together sector leaders to consider the evolving legal and governance landscape. Alongside other key engagements, this work has strengthened professional networks and leadership capability across the sector.

I also acknowledge CSNSW's continued focus on student wellbeing, social cohesion, and school safety. Through initiatives such as the Countering Violent Extremism programme and sector-wide professional learning, CSNSW has supported schools to respond to increasingly complex challenges while maintaining safe and inclusive environments.

I extend my sincere thanks to Dallas McInerney, Chief Executive Officer, and the executive leadership team for their professionalism and leadership. I also thank my fellow directors, in particular John Perrottet and Craig McGrory who joined the Board in 2025, former Chair Mark Dorney, Bishop Members, diocesan leaders, Religious Institute Public Juridic Persons and all those who contribute to the life of Catholic education across New South Wales.

Together, we look to the future with confidence—guided by our mission, strengthened by collaboration, and committed to ensuring that Catholic schools continue to provide an excellent and faith-filled education for all students.



Emeritus Professor Toni Downes
Interim Chair

The functions of Catholic Schools NSW

Catholic Schools NSW Limited (CSNSW) was established as a company limited by guarantee and began operations in 2017, following the 2016 review of its precursor body, the Catholic Education Commission of NSW (CECNSW). Each of the nine diocesan bishops of New South Wales (NSW), the Archbishop of Sydney, and the Archbishop of Canberra and Goulburn are Members of the Company (Bishop Members).

The aim and mission of CSNSW is to support the 11 Bishop Members in bringing the Church's evangelising mission to life through Catholic schools. The aims and powers of CSNSW are set out in section 7 of the Company's Constitution:

The charitable objects for which the Company is established are to act as an overarching entity for the purpose of advancing education and religion in Catholic schools in NSW and ensuring that Catholic schools meet their compliance requirements and can measure their activities in such a way as to maximise the educational and faith outcomes of students.

The functions, authority, and responsibilities of CSNSW are derived from the CSNSW Constitution and the Bishop Members' Canonical Mandate (through the exercise of their jurisdiction as local ordinaries), as well as Australian and NSW legislative and regulatory instruments.

CSNSW neither owns nor operates schools. Rather, it works in partnership with a wide range of stakeholders, particularly the directors of Catholic education in each diocese, not simply to discharge legislated compliance obligations regarding government funding, but also to advance the common good in support of the Mission of the Church in education and evangelisation.

The responsibilities of CSNSW include acting as:

- the Approved System Authority (ASA) under Commonwealth and NSW legislation, responsible for distributing recurrent funding of almost \$4 billion each year for diocesan school systems
- the Block Grant Authority under Commonwealth and NSW legislation in respect of capital funding
- the designated non-government representative body (NGRB) for Catholic education in NSW
- the peak advocate for Catholic education in NSW
- the single approved registration authority for systemic Catholic schools in NSW

Consistent with these responsibilities, CSNSW operates in several key areas, as outlined below.

CSNSW presents a single voice advocating for and representing Catholic schools to state and federal governments, public bodies, the media, parents, and society. CSNSW is the designated NGRB for the Catholic school sector. It advocates publicly for Catholic schools as an education choice by contributing to policy development and debate. Its advocacy follows evidence-based research and is informed by extensive consultation throughout the sector.

CSNSW is responsible for liaising with other key Church stakeholders in education, including the Council of Catholic School Parents, the Association of Catholic School Principals, the Catholic Religious Institute and Ministerial Public Juridic Persons NSW and ACT School Authorities (CRMNA), the National Catholic Education Commission (NCEC), and other state and territory Catholic education commissions.

Compliance

Governments continue the trend of increased oversight and supervision of Australian schools, resulting in increased compliance and reporting obligations. CSNSW develops policies and procedures that aid systems and schools in fulfilling their statutory and regulatory obligations concerning financial audits, reporting to the government, regulation of charities, and other matters requiring compliance, especially those arising from the statutory roles of the NSW Education Standards Authority (NESA).

Working with systems and schools, CSNSW develops and shares policies and procedures for data collection, reporting, and government audit requirements that apply to Catholic schools in NSW.

It also offers an advisory service that covers existing, new, and revised regulatory obligations, including providing standardised documentation and training opportunities.

Education policy and programme management

CSNSW is the lead agency for engagement with governments and regulators on all education policy matters affecting Catholic schools in NSW. It provides expert policy advice to regulators and governments on behalf of the sector, as well as to diocesan school systems (DSSs) and Religious Institute and Ministerial Public Juridic Persons schools (RI/MPJPs). Policy areas include curriculum, assessment, teacher accreditation, school registration, vocational education, diverse learning, wellbeing, safe and supportive schools, preschool education, post-school pathways, and Aboriginal and Torres Strait Islander education.

CSNSW is also the chief agency for coordinating Commonwealth and NSW 'targeted' programmes, including vocational education and training (VET) delivered to secondary students, and road safety.

As the Non-Government Representative Body (NGRB) for the Catholic school sector, it also manages an extensive programme of work to support the National School Reform Agreement through the Non-Government Reform Support Fund (NGRSF). NGRSF focus areas include:

- supporting student outcomes
- supporting teachers, school leaders, and school improvement
- improving governance and compliance
- enhancing the national evidence base
- supporting improved engagement and practices related to NAPLAN Online and the Nationally Consistent Collection of Data on Students with Disability (NCCD)

To enhance the quality of education in Catholic schools and the preservation of Catholic identity, CSNSW works with DSSs and RI/MPJP schools to engage with education policy reform and implementation. It does this through extensive advisory structures that include reference groups, time-limited working groups, and policy networks (listed in Appendix A). CSNSW also publishes discussion papers, policy documents, and research briefs, and offers benchmarking capability and a broad range of professional learning and training opportunities.



Educational effectiveness

In line with its constitutional obligations, CSNSW has developed and implemented a well-established framework for reporting on the educational effectiveness of Catholic schooling in NSW and provides regular *State of the System* reports to DSSs and Bishop Members. These reports are developed in consultation with DSSs.

Funding

CSNSW is responsible to the Australian and NSW governments for distributing recurrent funding to DSSs in accordance with the requirements of the *Australian Education Act 2013* (Cth) and the *Education Act 1990* (NSW). In doing so, CSNSW works to ensure that schools comply with the terms and conditions of funding grants and adhere to not-for-profit guidelines. CSNSW also allocates and oversees funding for several targeted government programmes in schools.

CSNSW, in its role as the Catholic Block Grant Authority (CBGA), administers both the Australian Government's Capital Grants Program and the NSW Government's Building Grants Assistance Scheme for Catholic schools in NSW. Working with CBGA Members, which include the 11 DSSs and several RI/MPJP schools, CSNSW ensures capital is distributed, used, managed, and accounted for in compliance with government guidelines.

School registration

On 11 November 2022, the Bishop Members endorsed a proposal from NESA for CSNSW to operate as the single approved registration authority for systemic Catholic schools in NSW. After extensive consultation, the NSW Minister for Education appointed CSNSW as the single Catholic registration system authority from 1 July 2023.

This change aims to reduce the overall regulatory compliance burden on Catholic school systems and support the regulatory coherence of the sector. CSNSW monitors the compliance of schools and dioceses through visits, audits, and training, and receives and monitors schools' registration applications. CSNSW is required to report annually to NESA on its registration process. As part of this role, CSNSW receives advice on school registration policy from the Inter-Diocesan Registration and Accreditation Committee, a subcommittee of the CSNSW Board that is made up of nominees from each of the 11 diocesan school systems in NSW.

CSNSW Sport Services



CSNSW Sport Services is a division of CSNSW that is responsible for representative opportunities and sports pathways for the Catholic school sector. More than 24 sporting pathways are available for Catholic school students. The two major pathways are:

- NSW Combined Catholic Colleges (NSWCCC), which enables Catholic secondary school students to compete at NSW All Schools Championships and events.
- NSW Catholic Primary Schools (NSWCPS), which consists of MacKillop (southern NSW) and Polding (northern NSW). NSWCPS enables Catholic primary school students to compete at NSW Primary Schools All Schools Championships.

Further information is included under the heading 'CSNSW Sport Services' in the section 'Services and Support'.

CSSA

CSSA is a division of CSNSW that provides high-quality trial Higher School Certificate (HSC) examinations to schools in NSW and the Australian Capital Territory (ACT), and to international secondary schools. Previously operating as an unincorporated association under the name 'Catholic Secondary Schools Association', CSSA was integrated into CSNSW in January 2021 and is now a registered business name of CSNSW. The CSSA trial HSC examination programme has been in place since the HSC examinations were introduced in 1967. Further information is included under the heading 'CSSA' in the section 'Services and Support'.

Catholic Employment Relations

Catholic Employment Relations (CER), a division of CSNSW, is the bargaining representative for the NSW and ACT Catholic systemic schools' enterprise agreements covering teachers, general employees and Principals.

Catholic Employment Relations Ltd (CERL) is a professional, service-based legal practice that provides advice on Australian law, employment relations, industrial relations, and human resources to Catholic agencies including Catholic independent schools (non-systemic), other Catholic education entities outside NSW systemic education, and non-education clients.

CERL is a subsidiary of CSNSW and an incorporated legal practice within the meaning of the NSW Legal Profession Uniform General Rules 2015.



Our mission and values

Our Mission

To advance God's Mission through our leadership and service to Catholic education.

Our values

Service



Our role of leadership and service is founded in the Gospels. Our service to those in Catholic education contributes to achieving excellence and equity.

Accountability



We demonstrate fidelity to our Mission through professionalism in our work, effective stewardship, transparency, and holding ourselves and others accountable for outcomes.

Integrity



We act ethically, justly, and honestly. We demonstrate that we value the dignity and worth of each individual by listening, speaking, and acting respectfully towards everyone.

Collegiality



We value the principle of subsidiarity and work in close collaboration with others for the common good.



2025 at a glance

274K students

Total **274,308**

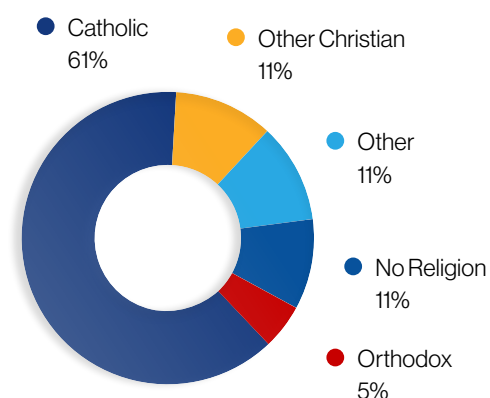
Diocesan Total **233,432**

Diocesan Primary	129,962
Diocesan Secondary	103,470

RI/MPJP Total **40,876**

RI/MPJP Primary	5,875
RI/MPJP Secondary	35,001

Religious Affiliation



* Percentages may not add up to 100 due to rounding.

594 schools

Total **594**

Diocesan Total **547**

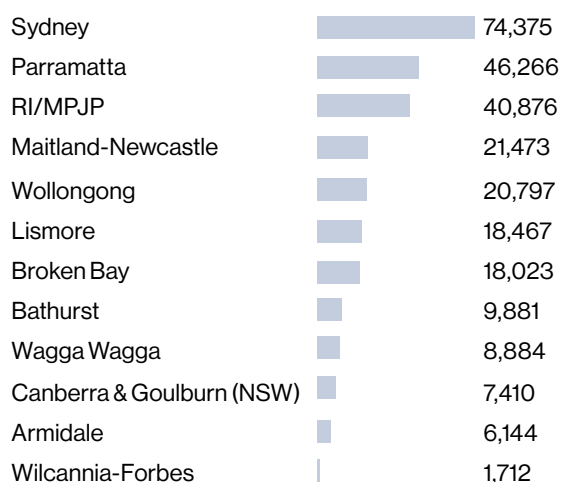
Diocesan Primary	417
Diocesan Secondary	107
Diocesan Combined	18
Diocesan Special*	5

RI/MPJP Total **47**

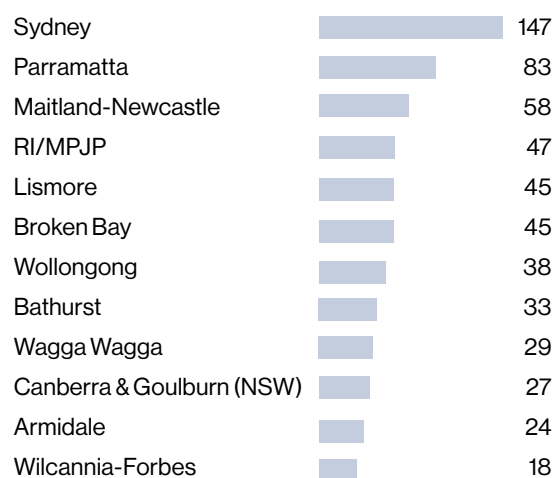
RI/MPJP Primary	1
RI/MPJP Secondary	20
RI/MPJP Combined	16
RI/MPJP Special*	10
Co-Educational	543
Female	28
Male	23
Boarding	14

* Includes Special Assistance Schools

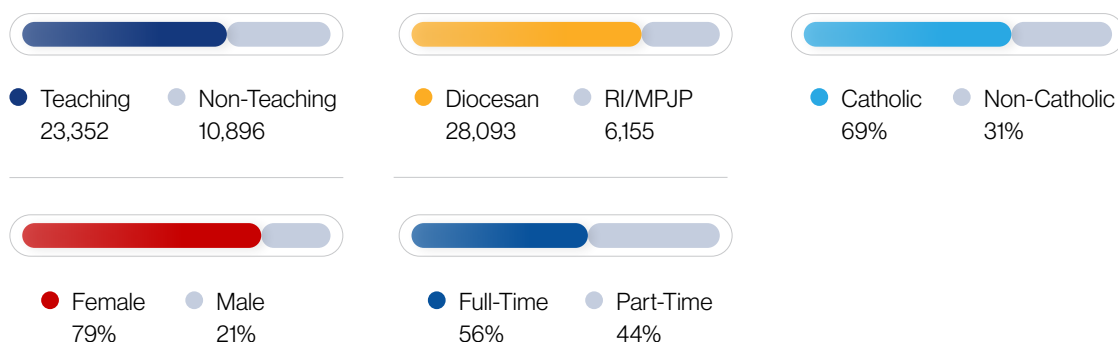
Students by Catholic School Agency



Schools by Catholic School Agency



34K staff

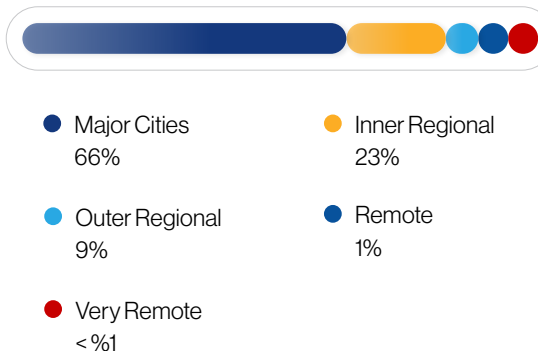


Schools by size

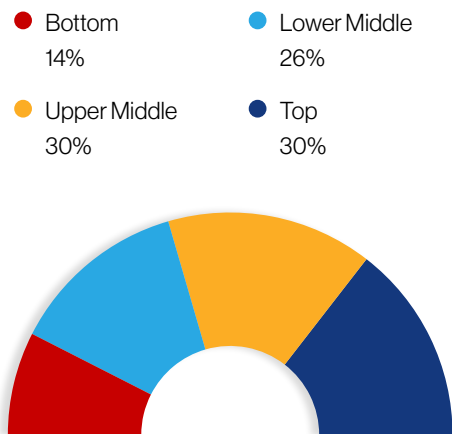


* The average size of a Catholic school in NSW is 462 students (295 in primary, 898 in secondary, 1,047 in combined and 86 in special schools).

Schools by geographical remoteness



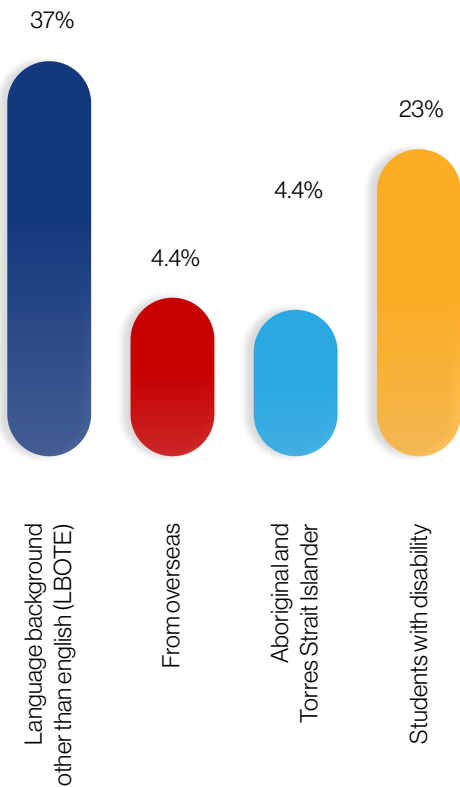
Student Socio-educational Advantage Quartile



Targeted Programs 2025

Special Needs Support	\$0.6M
Vocational Education Training For Secondary Students	\$6.9M
National School Wellbeing	\$2.4M
Road Safety Education	\$0.9M
Consent and Respectful Relationship Education	\$1.2M
Countering Violent Extremism	\$0.7M
Workload Reduction Fund	\$0.2M
Choice and Affordability Fund	\$23.6M

Student Diversity

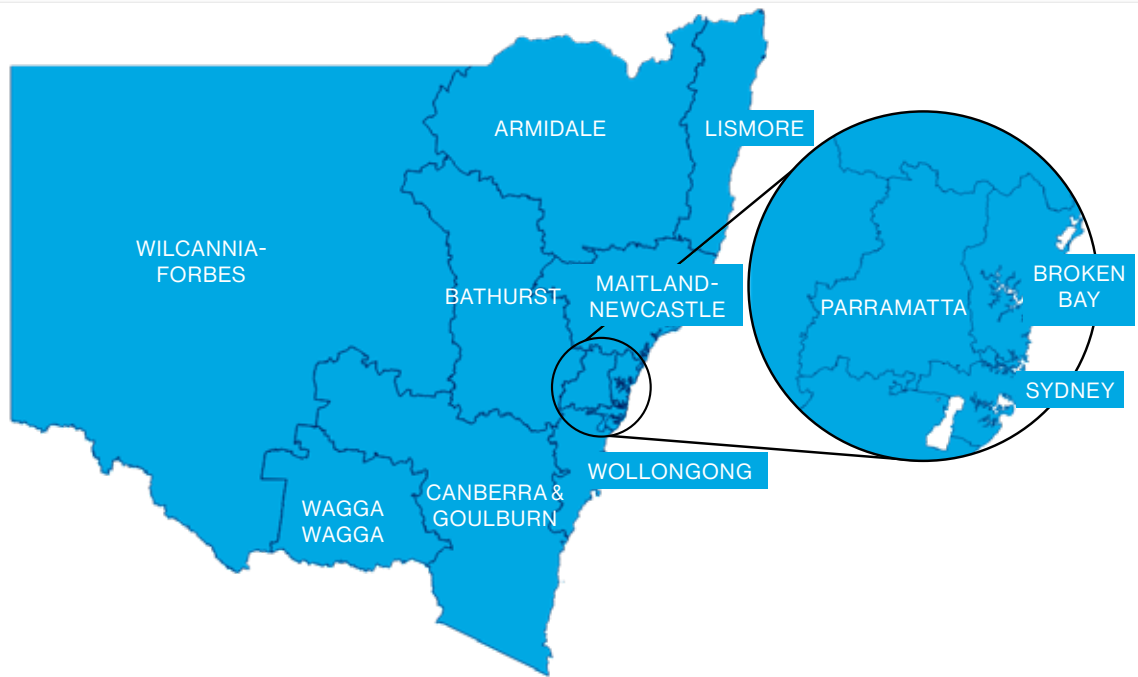


Recurrent and Capital Grants

Commonwealth Government Diocesan Schools	\$3B
NSW Government Diocesan Schools	\$805M
Capital Projects 2025 Application Round Allocation	\$56M

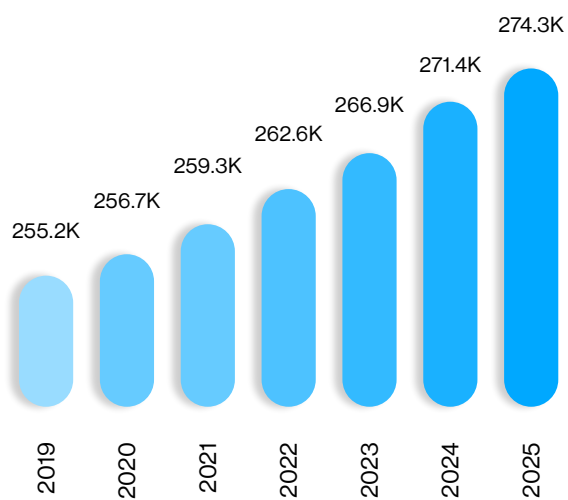
Sources

ACARA 2025:	• Student headcount (count, gender, primary/secondary, diocese, ATSI, LBOTE, socio-educational quartiles) • School data (count, gender, school type, diocese, size, geography) • School Staff (Teaching/Non-Teaching)
AGDoE August 2025 Census	Student data (overseas, SWD), School data (Boarding)
February 2025 CSNSW Census	Religion (students and staff), Staff (full-time/part-time split, gender)

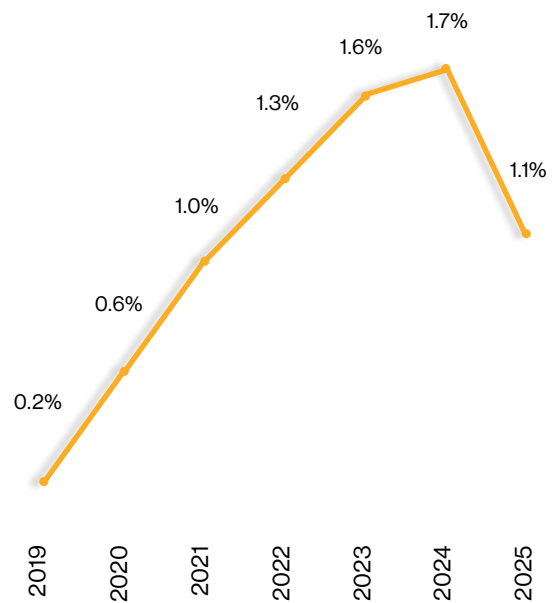


Map of NSW Catholic Diocese

Enrolments in NSW Catholic Schools 2019-2025



Year-on-year enrolment growth % 2019-2025



Bishop Members of CSNSW

The CSNSW Constitution identifies the permanent Members of the Company as the Diocesan Bishops. They are as follows:



The Archbishop of Sydney
The Most Rev
Anthony Fisher OP



The Archbishop of Canberra
and Goulburn
The Most Rev
Christopher Prowse



The Bishop of Armidale
The Most Rev Peter Murphy



The Bishop of Bathurst
The Most Rev
Michael McKenna



The Bishop of Broken Bay
The Most Rev
Anthony Randazzo



The Bishop of Lismore
The Most Rev
Gregory Homeming OCD



The Bishop of
Maitland-Newcastle
The Most Rev
Michael Kennedy



The Bishop of Paramatta
The Most Rev Vincent Long Van
Nguyen OFM Conv



The Bishop of Wagga Wagga
The Most Rev
Mark Edwards OMI



The Bishop of
Wilcannia-Forbes
The Most Rev Columba
Macbeth-Green OSPPE



The Bishop of Wollongong
The Most Rev
Brian Mascord

Governance

CSNSW Board of Directors

During 2025, Mark Dorney KMG (Ob) served as chair. The 10 CSNSW Directors brought a diverse range of skills and experience to the Board. The CSNSW Directors in 2025 were:



Mark Dorney
KMG (Ob) (Chair)



Anna Dickinson



The Most Rev
Danny Meagher



John Perrottet



Gráinne McCormack



Jenny Allen



Julian Widdup



The Hon. Michael Lee



Emeritus Professor
Toni Downes



Craig McGrory

Board committees



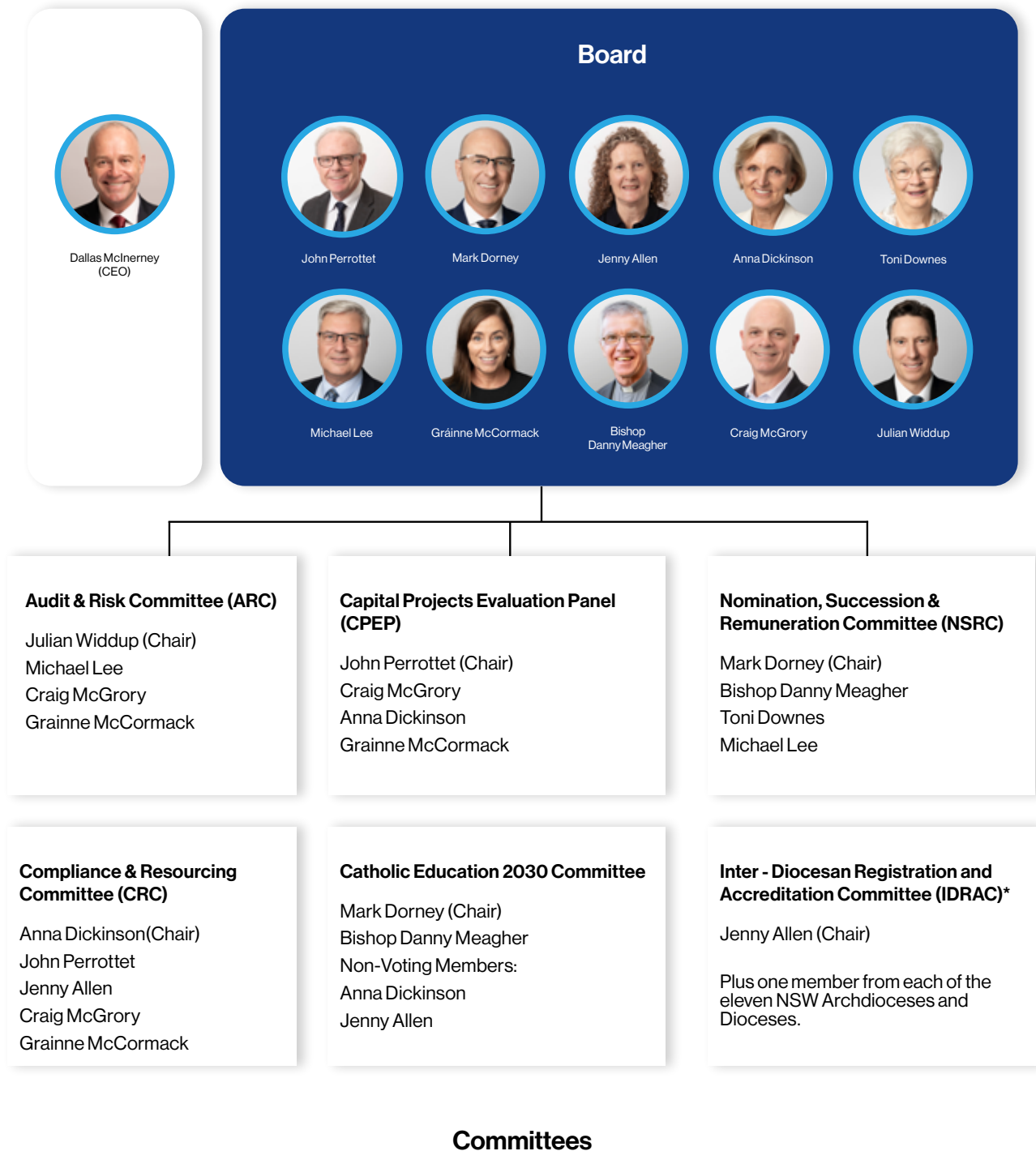
* Merger of Executive Committee and Governance, Remuneration and HR Committees



Board and Committee Composition 2025

The CSNSW Board has 10 directors including the Chairman and are appointed by the Members of CSNSW being the Bishop Ordinaries of the 11 dioceses in NSW.

The CEO is responsible for presenting information to the Board and implementing CSNSW's strategy.



Consultation with stakeholders

The CSNSW Board recognises the importance of Diocesan Directors of Catholic School Agencies and of fostering collaborative relationships with them. For this reason, two board stakeholder days are scheduled annually.

These sessions are an opportunity to surface insights, test policy directions, and foster alignment across the sector on shared priorities. They are integral to shaping CSNSW's strategic planning cycle, ensuring that initiatives respond to the needs of the sector as a whole in a collaborative approach.

The first board stakeholder day of 2025 was held on 10 April, and provided a strategic forum for dialogue with key education partners. Invitees included Diocesan Directors and representatives of RI/MPJPs (Jesuit Education Australasia, Edmund Rice Education Australia, Dominican Education Australia, Good Samaritan Education, and Marist Schools Australia) and the Council of Catholic School Parents NSW/ACT (CCSP).

The agenda centred on future-proofing financials, cutting operational costs, and professional standards. There were also formal contributions from the Conference of Diocesan Directors, Council of Catholic School Parents NSW/ACT, CRMNA, and the Association of Catholic School Principals in NSW.

The second stakeholder day was hosted by the Diocese of Lismore Catholic Schools. On Day 1, participants visited schools in Bowraville and Macksville, then Newman Senior Technical College in Port Macquarie. On Day 2, the CSNSW Board and senior management engaged with Diocesan Directors on topics including the financial outlook for school systems, the intersection of the National Disability Insurance Scheme with the NCCD programme, and a case study of a cyberattack in the context of rising cyber-risks.

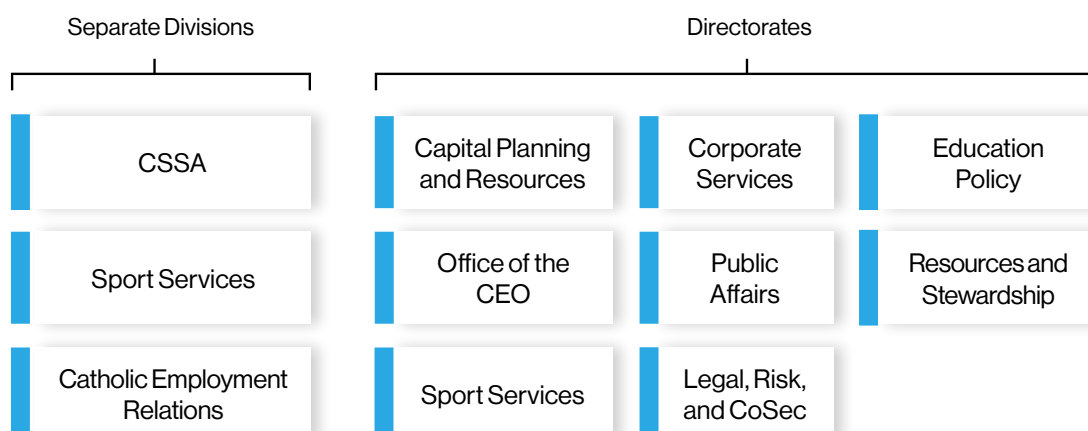
These structured engagements continue to deepen mutual understanding, ensure operational alignment, and strengthen the capacity of Catholic educational leadership across NSW.

Board formation

On Thursday, 4 December 2025, the annual CSNSW Board Formation day was led by Father Greg Morgan. At Mary Mackillop Place, the Board Directors participated in talks, silent prayer, reflection and the sacrament of reconciliation.



CSNSW



Subsidiary

Catholic Employment Relations Limited

CER

(within CSNSW)

Systemic Support Only

CER operates within Catholic Schools NSW, supporting systemic employers exclusively. Funded under s83C of the Education Act, it provides industrial relations support but cannot provide legal advice as it is not a legal entity.

- GRG - funded under section 83C
- Supported systemic Catholic employers
- Not a separate legal entity
- Cannot provide legal advice or representation

CERL

(Incorporated Legal Practice)

Mission-Aligned Legal Practice

CERL operates as a regulated Incorporated Legal Practice under the Legal Profession Uniform Law, providing comprehensive legal services including advice, representation, investigations and employment governance across the Catholic sector.

- Regulated under Legal Profession Uniform Law
- Provides legal advice and representation
- Fee-for-service transparency
- Canonical and civil law compliance

CERL was incorporated in 2020 through unanimous Bishops' Resolution, embedding both canonical and civil law obligations. This structural delineation preserves the Approved System status, ensures funding law compliance and provides the Catholic ecosystem with a mission-aligned legal practice that serves the entire sector whilst maintaining appropriate separation from systemic funding arrangements.

Executive leadership team



Dallas McInerney,
Chief Executive Officer



Marita Winters,
Deputy Chief Executive Officer,
Director of Education Policy



Monica Assaf,
Chief Legal and Risk Officer



Jere Gasperov,
Chief Operating Officer



Peter Yates,
Director,
Resources and Stewardship



Kevin Morrison,
Director,
Capital Planning and Resources



Robert Rush,
Director,
Sport Services



Joseph Watson,
Director,
Public Affairs



CSNSW Strategic Plan

Updating our direction – *Strategic Plan: Towards 2030*

In 2025, CSNSW refreshed its Strategic Plan, strengthening the organisation's long-term direction and reaffirming its mission-centred role in supporting Catholic education across NSW. The revised CSNSW *Strategic Plan: Towards 2030* was approved by Bishop Members during the year and now provides the guiding framework for CSNSW's priorities and activities.

The updated Strategic Plan reflects the outcomes of a comprehensive five-year corporate review conducted in 2022, and represents an evolution of CSNSW's previous strategic framework, confirming the organisation's maturity and its commitment to mission-driven leadership, stewardship, and governance, while maintaining a clear focus on service to diocesan systems, schools, students, and families.

Mission and Strategic Priorities

At the centre of the Strategic Plan is CSNSW's mission to advance God's Mission through leadership and service to Catholic education. This mission is supported by five strategic priorities that articulate how CSNSW will lead, serve, and advocate for Catholic education in an increasingly complex operating environment: enhancing the value of Catholic education, living Christ's model of servant leadership, cultivating strong partnerships, promoting efficiency and effectiveness, and governing for mission. The five strategic priorities are Enhancing the value of Catholic Education, Living Christ's model of servant leadership, Collaborating and Advocating, Efficiency and Effectiveness, and Governing for Mission.

Guiding principles

The Strategic Plan is underpinned by the following guiding principles:

Every child experiences an excellent and equitable education that is Christ-centred.

Catholic schools and school systems are well governed and compliant in their obligations.

Collaboration with Catholic School Agencies and others is essential to success.

Aboriginal and Torres Strait Islander reconciliation and education is a priority.

Evidence and knowledge guide decision-making.

Practices are evaluated for improvement and growth.

Approval of the Strategic Plan by Bishop Members in 2025 is a significant milestone for CSNSW, providing shared confidence in the organisation's strategic direction and clarity for the Board, management, and staff as they work with diocesan systems and schools to support Catholic education across NSW.

CSNSW Business Plan

CSNSW Corporate Review implementation

Implementation of the 2022 Corporate Review remained a strategic priority in 2025. Following endorsement by Bishop Members of all 28 recommendations, CSNSW continued and completed the extensive programme of work begun in 2024 to respond to the review's findings and recommendations. This work shaped governance, strategic alignment, and organisational development, and in 2025 culminated in adoption of the new CSNSW *Strategic Plan: Towards 2030*, marking an important milestone in the Company's programme of reform and renewal.

Connected Catholic Communities – Catholicity & Faith

The Connected Catholic Communities project continued to develop in 2025 as an important initiative focused on strengthening flourishing and connected Catholic communities. Building on the discovery and consultation work completed in 2023 and further development in 2024, the project moved into practical implementation in 2025 through a multi-tiered system of support for dioceses at different stages of readiness. This included development of the Extended Services School Framework and Toolkit, research on social impact, and the *Connected for Impact* symposium in August 2025. Together, these developments reflected the project's progression from concept and consultation to implementation, with programme delivery now transitioning into the sector.

Research and advocacy

In 2025, CSNSW strengthened its research and advocacy capability in response to a changing policy and public environment. Building on work undertaken in recent years, CSNSW adopted a more active and coordinated posture, ahead of the 2025 federal election, on major issues affecting Catholic education. This included research publications on parents' views of Catholic education, the continuation of the Keep School Funding Fair campaign, and presentation of this work in print, digital, and social media to share the messaging across Australia. This marked a clear progression from issue monitoring and response to more structured and sustained public advocacy.

IT for cybersecurity, Year 2 (Project Carlo)

Project Carlo remained a major strategic investment in 2025 as CSNSW continued its three-year programme to modernise information systems, improve cybersecurity, and strengthen digital service capability. Following completion of Horizon 1 foundation work in 2024, the focus in 2025 shifted to Horizon 2, which included the establishment of a new modern, secure, and scalable enterprise resource planning system as CSNSW's financial system of record to streamline financial transactions and integrate with CSNSW's broader information and communications technology ecosystem. In addition, the programme to modernise and improve the CSNSW application suite saw the rebuild and relaunch of the Personalised Planning for Students with Disability (PPSD) platform, a critical application for supporting students with disabilities and reporting to government. A new cloud data warehouse was also implemented, to consolidate and manage CSNSW's datasets, support compliance with data-governance policies and provide a single source of truth for analysis and reporting. Overall, the work undertaken in 2025 significantly advanced the broader transformation programme.

Key achievements in 2025

CSNSW School Insights Platform

CSNSW undertook a data-driven innovation project using the annual Financial Questionnaires of each of the 547 schools in the NSW Catholic schools system (NSWCSS) to develop the CSNSW School Insights platform. This project was led by CSNSW's resources and stewardship directorate. First developed in 2023, the CSNSW School Insights platform became operational in January 2024 for the benefit of the 11 DSSs in NSW.

As of 2025, the platform was updated to include the most recent financial data (from the year that ended 31 December 2024).

The online platform accesses the financial data for the sector and enables CSNSW and diocesan schools offices (DSOs) to provide interactive dashboard analytics to:

- gain insights into school financial performance
- benchmark selected cohorts of schools against their equivalents
- support more informed planning and detailed budgeting at a school and system level

There are plans afoot to expand the platform to include interstate schools and DSSs and to also explore the use of the data insights to support funding advocacy efforts into the future.

State of the System reporting

Consistent with its constitutional objects, CSNSW has initiated twice-yearly, system-wide reporting on a range of performance indicators through its *State of the System* reports. These give insights into key trends, themes, and issues in the Catholic school sector, with the reports supporting forward planning and intervention considerations. *State of the System* volumes 1, 2, and 3 each have a different focus, covering education metrics and performance, a deep dive into a theme or topic relevant to the NSW Catholic school sector, and the longer-term financial performance of school systems.

NETiD

As part of its cybersecurity uplift, CSNSW commenced an upgrade of its NETiD portal, to tightly integrate with diocesan and school systems. As well as improving CSNSW's cybersecurity posture, the improved user experience has pleased stakeholders. Most dioceses and RI/MPJP schools were integrated in 2025, with the project scheduled for completion in 2026. NETiD is the central point of access to all CSNSW services, such as the PPSD portal, Professional Learning, and data collection and analysis portals.

VET Awards

State Training Awards

During 2025, Catholic Schools NSW (CSNSW) continued to strengthen vocational education outcomes across the Catholic sector, supporting participation and excellence in the 2025 Regional Training Awards. Through its role as a gold sponsor of the NSW State Training Awards, CSNSW demonstrated sector leadership and its commitment to partnering with industry and government to elevate the profile and quality of vocational education and training across the state. This strategic engagement, alongside system-wide coordination and capability building, contributed to 32 awards being secured across regional competitions.

CSNSW's sustained focus on quality VET delivery and professional practice contributed to ten representatives progressing to the NSW State Training Awards, where three achieved category wins. This success extended to the national stage, with two category winners advancing to the Australian Training Awards.

At the national level, CSNSW's commitment to educator quality was recognised when Penny Mackay, VET teacher and coordinator at Kildare Catholic College, Wagga Wagga, was named the 2025 Australian VET Teacher/Trainer of the Year.

WorldSkills Championships

CSNSW played a key role in preparing and supporting NSW's VET in Schools team for the 2025 WorldSkills National Championships in Brisbane. This included coordinating participation, strengthening industry-aligned training, and contributing leadership and expertise to a major national skills initiative.

Twenty-five representatives from diocesan and RI/MPJP schools formed part of the 50-member NSW team, competing across diverse industry skill areas. The team achieved outstanding results, securing 19 medals and eight medallions for excellence, and was awarded the perpetual shield for best-performing state.

CSNSW's contribution to this result was significant, with its representatives achieving 15 medals and two medallions for excellence. CSNSW also supported the event through sector leadership, with team leaders and representatives contributing as mentors and judges, reinforcing partnerships that underpin high-quality VET delivery.

Next-generation HSC analytics

In 2025 CSNSW developed the HSC Reporting Online (HSCRO) tool in Power BI. This new service offering from CSNSW represents a significant advance in how we deliver timely and meaningful insights on HSC and Australian Tertiary Admission Rank (ATAR) outcomes to diocesan systems and RI/MPJP schools.

CSNSW's ambitions to modernise HSC reporting through the development of an interactive, online reporting platform have been realised through HSCRO, which reflects our commitment to make HSC data more accessible and useful to system and school leaders. Following a pilot to elicit feedback from our stakeholders, the platform was launched providing diocesan system, RI/MPJP, and school-level views in an interactive format, enabling leaders to explore data on distinguished achievement rates (Band 6/Band E4) by school and subject, subject participation rates, all band rates, estimated scaled marks, estimated median ATARs, and merit list information.

The tool will continue to be enhanced over time with features to further increase its functionality and value for users. This initiative reflects the organisation's ongoing commitment to expanding and refining its education metrics reporting suite, ensuring Catholic systems and schools have access to high-quality tools that support excellence, accountability, and improved outcomes for students.

Advocacy

Keep School Funding Fair campaign

The Keep School Funding Fair campaign continued in 2025 as a key advocacy initiative of CSNSW, with increased activity in the lead-up to the federal election. The campaign explains Australia's means-tested school funding arrangements and highlights the contribution of non-government schools to the nation's education system. For social-media engagement, the campaign also produced short-form videos of interviews with parents, clearly conveying the benefits of Catholic education to families of all contexts.

Campaign material and research was shared widely across social media by CSNSW and the DSOs, and appeared in mainstream media outlets including Sky News and the *Sydney Morning Herald*.

The campaign was successful, with the Labor Prime Minister and Opposition Leader committing to the fair funding of non-government schools. The Greens also offered support for non-government school funding, contrary to their own previously longstanding policy.

Through a campaign website, video materials, and explanatory resources, CSNSW worked to improve public understanding of school funding and respond to policy proposals that could undermine the current model of school choice. The campaign aimed to support school communities and the broader public to engage constructively in debate about the funding of Australian schools.

Research

The Kathleen Burrow Research Institute published the following in 2025.

Resilience issues brief

In November 2025, the Kathleen Burrow Research Institute published *Resilience in Schools: Issues Brief*, which examined the role that resilience plays in student wellbeing, learning, and long-term educational success. Drawing on contemporary educational research, the brief explored how resilience enables students to respond constructively to challenge, maintain engagement with learning, and develop the confidence needed to navigate adversity.

The brief considered the factors that contribute to resilience in young people, including supportive school environments, positive relationships with teachers and peers, and opportunities for students to develop perseverance and self-efficacy. It also reflected on the distinctive contribution Catholic schools can make to the formation of resilient young people through an approach to education that integrates intellectual, emotional, and spiritual development.

The Liberal Arts: A Return to Beauty

In August 2025, the institute published *The Liberal Arts: A Return to Beauty*, a discussion paper that explored the historical foundations of the liberal arts tradition and examined its continuing relevance for contemporary schooling.

The publication considered how a liberal arts approach supports the development of intellectual curiosity, critical thinking, and a deeper appreciation of truth, beauty, and goodness. It also explored how this tradition can complement modern curriculum frameworks and contribute to a richer and more integrated vision of education. In the context of Catholic schooling, the paper reflected on how the liberal arts tradition aligns with the Church's understanding of education as the formation of the whole person.

Money Invested, Money Saved

In July 2025, the institute released *Money Invested, Money Saved: How Non-Government Schools Ease the Public Burden by Over \$50 Billion a Year*, a report examining the economic contribution of non-government schools within Australia's education system and analysing school funding arrangements across the three sectors.

Using national funding data, the report showed that government support for students attending Catholic and Independent schools generates substantial savings for taxpayers when compared with the cost of educating those students in government schools. The publication highlighted the strength of Australia's mixed model of school provision and contributed to public discussion about the role of parental choice and sector diversity in delivering a sustainable and effective education system.

NSW HSC issues brief

In May 2025, the institute published *Durable, Credible, Flexible: Issues Brief on the NSW HSC – Its Strengths and Options for Future Enhancements*. The brief examined the enduring strengths of the HSC as a rigorous and widely recognised senior secondary credential.

The brief explored the HSC's role in supporting diverse post-school pathways, including university, vocational education, and employment. It also considered opportunities to enhance the public reporting of HSC outcomes to more accurately reflect the breadth of student achievement across schools. The brief contributed to ongoing policy discussion about the future development of senior secondary assessment in NSW.

Echoes of Disparity: Issues Brief on Boys' Education in Australia

In April 2025, the institute published *Echoes of Disparity: Issues Brief on Boys' Education in Australia*. The brief examined evidence on gender differences in educational engagement and outcomes, drawing on national and international research.

The brief explored trends in literacy achievement, school engagement, and completion rates among boys, and considered a range of possible explanations for these patterns. It also discussed how schools can respond to support boys' learning while maintaining a balanced approach that promotes the success of all students. The brief contributed to broader national discussion about educational equity and the importance of addressing emerging disparities in student outcomes.

Representation

Schools Advisory Council

In 2025, Catholic Schools NSW continued as a member of the NSW Schools Advisory Council, a cross-sector forum chaired by the NSW Deputy Premier and Minister for Education. During the year, the council discussed issues affecting schools across the state, including student wellbeing, responses to bullying and cyberbullying, and emerging policy developments affecting the education sector.

Members of the council include the secretary of the NSW Department of Education, along with representatives of CSNSW and Independent Schools NSW (ISNSW, previously known as the Association of Independent Schools NSW), and other senior officials and advisers invited by the NSW Minister for Education. The CEO of CSNSW represents the Catholic education sector on the council.

CSNSW representation at the council ensured the perspective of Catholic education was heard and contributed to the direction of policy reform and development, providing the best environment for Catholic schools to live out their Mission.

NESA Board

The CEO of CSNSW continued to serve as a Board Director on the NSW Education Standards Authority (NESA), as the nominated representative of Catholic education. The Board oversees the strategic direction of NESA and its work in curriculum, assessment, teacher accreditation, and school registration.

The Board consists of 14 members representing stakeholders in education, including the secretary of the NSW Department of Education, the CEOs of NESA and ISNSW, and the deputy secretary of the Independent Education Union of Australia NSW/ACT branch. Professor Peter Shergold AC is the chair.

In 2025, the NESA Board met on 4 March, 6 May, 17 June, 15 August, 21 October, and 2 December. Through these meetings, the CSNSW CEO was able to provide input and direction on key matters considered by the NESA Board, including the implementation of new NSW syllabuses, the administration and future development of the HSC, teacher accreditation policy, and the ongoing regulatory framework for schools.

The CEO of CSNSW provided quarterly communications to the sector on key matters progressed by the NESA Board, to engage the sector and ensure it is updated on the progress of NESA reforms.



Dallas McInerney, Chief Executive Officer of CSNSW, speaking at the 2025 Education Law Symposium

Non-Government Schools Not-For-Profit Advisory Committee

Catholic Schools NSW continues to play an active role in the development of the regulatory landscape through its membership of the Non-Government Schools Not-for-Profit Advisory Committee, which advises the NSW Government on the regulatory framework governing the statutory not-for-profit requirements for non-government schools in NSW.

The committee brings together representatives from the NSW Department of Education, CSNSW, and ISNSW, along with officials responsible for the oversight of non-government school regulation. The committee is a forum for consultation between government and the non-government school sectors on the operation of the statutory not-for-profit provisions.

In 2025, the committee met quarterly to discuss matters relating to compliance with statutory not-for-profit requirements, regulatory guidance for school authorities, and the practical operation of the framework for non-government schools.

NSW Anti-Discrimination Act review

CSNSW has continued its engagement with the NSW Law Reform Commission's review of the *Anti-Discrimination Act 1977* (NSW) (the Act), which began in 2023. The review has examined the structure of the Act, the operation of discrimination protections and related exemptions for non-government schools and religious bodies, and related procedural aspects. Particular attention has been given to the interaction between discrimination protections and freedoms of religion, including how religious organisations and faith-based schools are treated under the law.

CSNSW made a submission to the review in 2023, and in support of this submission attended a roundtable hosted by the NSW Law Reform Commission on 8 July 2025. The roundtable was attended by representatives of faith-based schools and examined aspects of the Act that relate to faith-based schools and preserve religious freedom. CSNSW advocated for the maintenance of the existing framework of exemptions for faith-based schools.

Review of section 83C

Following the review of section 83C of the *Education Act 1990* (NSW) in 2024, CSNSW participated in the NSW Government's consultation process on proposed amendments to the *Education Regulation 2017* (NSW) and the Not-For-Profit Guidelines (NFP Guidelines) for Non-Government Schools. The review, led by Adjunct Professor Thomas Alegounarias, examined the operation of section 83C and recommended improvements to strengthen clarity and regulatory consistency for non-government schools.

CSNSW contributed feedback on early drafts of the amended regulation and the department's guidance on implementing the review's findings. Ongoing discussions are focused on determining which matters should be addressed through the regulation and which are better managed through updates to the NFP Guidelines, particularly in relation to systems-level compliance.



Engagement and events

Connected Catholic Communities Symposium

On 14 August 2025, Catholic Schools NSW (CSNSW) hosted more than 100 stakeholders from across Catholic education, health, and social services at the Connected for Impact, Connected Catholic Communities Symposium. This initiative intersects with the intent of the Better and Fairer Schools Agreement to pursue connections between schools and non-school services.

As communities of faith grounded in connection and relationship, Catholic schools are uniquely positioned to provide platforms of outreach to families and the wider community. Through social offset partnerships, schools can help address out-of-school factors that affect learning and wellbeing. Presenters included:

- Anne Henderson (founder and senior consultant, National Association for Family, School and Community, Washington), who shared her decades of research demonstrating how strong family-school partnerships benefit students, educators, families, schools, and communities
- Paul Milgate, on secondment from the Diocese of Lismore, who presented on the extended service school (ESS) model, which enhances schools' capabilities to support families, letting teachers focus on their core role of teaching
- Les Hems (Right Lane Consulting), who explored the benefits of early prevention in changing the life courses of disadvantaged students and their families and outlined methods for measuring social impact and calculating the social return on investment

The day concluded with the launch of the CSNSW Extended Services School Framework, designed for dioceses and RI/MPJP schools to adapt to their local contexts.

In early 2026, two dioceses are undertaking a pilot project based on the ESS model with an external partner.

2025 Education Law Symposium

CSNSW hosted its annual Education Law Symposium on 14 July 2025 at the Hilton Sydney, bringing together leaders from across the Catholic education sector to examine legal and governance issues facing schools. The symposium constituted six hours of NESA-Approved Governance training.

The 2025 symposium was held under the theme *Governing for Mission*, focusing on the distinctive governance responsibilities of Catholic schools operating within both civil and canonical frameworks. Sessions explored emerging legal and policy issues including risk and duty of care, artificial intelligence (AI) governance, reputational risk, and student wellbeing in a digital age.

The symposium featured keynote addresses from the NSW Premier, the Hon. Chris Minns MP, and the CEO of NESA, Paul Martin. Their contributions highlighted the evolving regulatory and policy environment for schooling in NSW and the importance of strong governance and leadership in Catholic education.

Brother Kelvin Canavan Catholic School Leadership Award

CSNSW established the Brother Kelvin Canavan Catholic School Leadership Award to honour the enduring legacy of Brother Kelvin and recognise individual leadership in Catholic education. The award is given to a respected person with a teaching background who has moved into educational leadership and shown exceptional capacity in administration, personal faith, and discipleship, commitment to growth-oriented support of others, and a focus on benefiting all schools across NSW.

The 2025 recipient was Peggy Saab, a lifelong teacher and an esteemed and experienced leader who has contributed significantly to Catholic education across NSW, including in the Sydney archdiocese and the dioceses of Wilcannia-Forbes and Wagga Wagga. We extend our congratulations to Mrs Saab.

K-12 Curriculum Reform Conference

The CSNSW K-12 Curriculum Reform Conference, *Enlivening Hearts and Minds*, was held on 29-30 September at Accor Stadium in Sydney Olympic Park. With more than 300 delegates, the conference brought together Catholic educators from across NSW for a programme that included keynotes, masterclasses, breakout sessions, panels, and discussions, as well as networking opportunities. Presenters included those from the University of Notre Dame, NESA, Learning First, Centre for Educational Measurement and Assessment, Australian Education Research Organisation (AERO), La Trobe University, Gradeo and CEnet, along with diocesan officers and teachers as well as RI/MPJP teachers. The conference brought a focus to the latest in planning, preparation, and implementation of the NSW Curriculum Reform, including topics such as curriculum, assessment, pedagogy, and the liberal arts. All professional learning opportunities over the two days were designed to provide insights and strategies for implementing the new NSW curriculum, build leadership capacity in Catholic schools, and support excellence in curriculum, assessment, and pedagogy.



CSSA Symposium: Excellence in P-12 Religious Education in Catholic Schools

The CSSA Symposium, *Excellence in P-12 Religious Education in Catholic Schools*, was held on 5 September 2025 at the Amora Hotel Jamison Sydney. Fr Friedrich Bechina, the keynote speaker, is a former Vatican theologian. From 2001 to 2022, he worked at the Congregation for Catholic Education of the Holy See, and from 2013 to 2022, he served as undersecretary. Fr Bechina explored how educators cultivate faith leaders in Catholic schools and why this is essential to schools serving as centres of evangelisation. Sessions at the symposium included 'Antiqua et Nova: The Relationship Between AI and Human Intelligence', as well as sessions on staff faith formation, curriculum best practices, P-12 assessment and pedagogy, evangelisation and youth ministry, and insights from the Household, Income and Labour Dynamics in Australia Survey (HILDA) on the lifelong benefits of Catholic schooling.

International Women's Day Breakfast

On Friday, 7 March 2025, CSNSW held its International Women's Day Breakfast in the Sydney central business district. The annual event celebrates the contribution of Catholic women to school education and public life in Australia.

More than 100 staff and students from Catholic schools across NSW attended, including Principals, student leaders, parents, and diocesan representatives. The theme of this year's breakfast was 'Celebrating the Role of Religious Women in Catholic School Education'. Attendees enjoyed a networking breakfast and heard from a panel of religious sisters, including Sr Margaret Barclay, Sr Margaret Valentine, Sr Cecilia Joseph, and Sr Maria Joan, who shared their journeys in Catholic education and reflected on the mission of leading students and families to Christ.

Following Christ's example of service, the event recognised the generations of religious sisters whose dedication has helped build and sustain Catholic education across NSW.

New and upgraded preschools on non-government school sites

Following CSNSW representations, the NSW Government has provided \$60 million over three years to fund new and upgraded preschools on at least 50 non-government school sites. These preschools will be located at both Catholic and Independent schools in NSW. The initiative is designed to improve access to preschools in high-growth areas. School sites will be selected based on socio-economic and demographic criteria.

The programme is administered on behalf of the NSW Government by CSNSW as a grant authority.

Eligible non-government schools can apply for grant funding under two funding streams:

- New builds. Grants of up to \$4 million are available to support planning and major capital works that will build new preschools on selected non-government school sites.
- Upgrades to existing preschools. Grants of up to \$350,000 to support planning and minor capital works (such as for the building of indoor play spaces, renovations to existing facilities, and minor expansions).

Appendix D gives the list of capital projects recommended for funding and includes figures for the total project cost, grant amount, and local contribution.





Countering violent extremism

CSNSW's countering violent extremism (CVE) programme continued sector-wide capacity-building in 2025 despite an increasingly complex security environment straining social cohesion. The Bondi Beach attack of December 2025 has made social cohesion, antisemitism, and school security even more significant for the years ahead.

Professional learning sessions were conducted across NSW in places including Orange, Lismore, and Coffs Harbour to train counselling and wellbeing staff in dioceses and schools on case and risk management.

CSNSW staff presented on the CVE programme at police-principal forums in the Camden Police Area Command (PAC) in March and the Cumberland PAC in April, and attended these forums in the Bankstown and Fairfield PACs during the year. These forums help to build relationships between school Principals, police staff and other community stakeholders.

CSNSW staff attended the Australian Catholic Education Conference in August to deliver a workshop, 'Anchoring Hope and Protective Factors to Mitigate and Manage Anti-Social, Violent and Extremist Behaviour in Schools'. The response from the audience indicated that NSW was experiencing some of the country's more complex school CVE incidents.

Key highlights of the 2025 programme included:

- **Nostra Aetate and Countering Antisemitism School Forum.** CSNSW held this forum on 28 October at the North Sydney offices of the Australian Catholic University (ACU), in collaboration with ACU and the Executive Council of Australian Jewry. Leading Catholic and Jewish figures spoke to 125 students from 15 Catholic and Jewish secondary schools, with presenters including Jillian Segal AM, the special envoy to combat antisemitism, and Archbishop Amel Nona of the Chaldean Catholic Diocese, Sydney, who was exiled from Iraq by Islamic State.
- **School safety hostile threat readiness pilot, Phase 2.** Delivered in partnership with the Nemesis Consultancy Group, Phase 2 of the pilot programme delivered readiness assessments in 12 schools across NSW. The implementation of the findings from the Phase 1 school readiness assessments was also reviewed.
- **CSNSW Behaviour Symposium.** The 2025 CSNSW Behaviour Symposium held on 22 and 23 May 2025 convened speakers to address issues including complex case management, CVE and social cohesion. Three hundred participants attended.

These 2025 initiatives helped to build social cohesion in schools, improve awareness and capacity to respond to potential anti-social behaviour or CVE incidents, and strengthen school safety practices. This will help position the NSW Catholic sector to navigate the challenges ahead.



Emergency management

In 2025, CSNSW continued to enhance support for emergency management across the NSW Catholic education sector. CSNSW provided timely health and safety advice, early warnings for severe weather, and coordinated risk responses to support schools in maintaining safe operations.

Through its partnership with the NSW Department of Education and Independent Schools NSW, CSNSW continued to enhance cross-sector information sharing and state-wide emergency coordination.

Throughout the year, CSNSW supported schools during multiple significant events, including Tropical Cyclone Alfred, a severe snowstorm, four major flood events, asbestos-contaminated play sand concerns (where Catholic schools in NSW remained safe and operational for our students), prolonged power outages in dioceses, regional bushfires, and a major November storm event declared a natural disaster. Across all events, CSNSW's coordinated efforts strengthened preparedness, ensured continuity of learning, and safeguarded students and staff across NSW Catholic schools.

International engagements

Liberal Arts symposium, Phoenix

Following an invitation from the Great Hearts Institute, CSNSW attended the 2025 Great Hearts National Symposium for Classical Education in Phoenix, Arizona (19-21 February 2025). More than 850 delegates attended the symposium, whose theme was 'Cultivating Wonder'. As well as experiencing a rich programme of professional learning on the liberal arts, the symposium gave CSNSW the chance to gain deeper insights into the governance of around 50 Great Hearts schools across America.

In turn, CSNSW shared takeaways from this conference with its Education Policy Reference Group and explored whether any of these insights could be contextualised in NSW. Moreover, these insights were incorporated into a discussion paper from the Kathleen Burrow Research Institute, Liberal Arts and Classical Education: A Return to Beauty (August 2025).

NAPLAN Online

The National Assessment Program – Literacy and Numeracy (NAPLAN) continued to be a cornerstone of national educational benchmarking in 2025, giving schools, parents, and policymakers valuable insights into student progress in core learning domains. From its second year of implementation under the revised model (2024), NAPLAN was delivered in March rather than May, aligning with the improved reporting framework and the new proficiency standards introduced in 2023. This earlier testing window let educators receive actionable information earlier in the academic year, supporting timely teaching and intervention strategies.

CSNSW continues to lead the sector-wide coordination of NAPLAN in Catholic schools, working in close partnership with NESA, the NSW Department of Education and ISNSW. This collaboration ensures consistent messaging for school communities so they have the information and resources needed to understand and use the assessment data effectively. CSNSW has also supported ongoing professional development and NAPLAN-readiness initiatives, reinforcing the importance of literacy and numeracy as foundational learning outcomes.

The 2025 assessment results were reported against four proficiency standards: exceeding, strong, developing, and needs additional support. These simplified categories, introduced in 2023, aim to give a clearer picture of student achievement and progress across reading, writing, spelling, grammar, and numeracy. All schools' NAPLAN performance is available on the MySchool website. From 2025, the website displays student progress graphs showing how students at a specific school improved over the two-year period, using the new proficiency standards.

As schools and systems continue to embed the updated measurement framework, CSNSW remains committed to strengthening the sector's capacity to interpret NAPLAN data meaningfully – both to inform school improvement and to support every student in reaching their learning potential.

Vocational education and training

In 2025, CSNSW processed 125 applications for teachers seeking training to deliver VET courses in Catholic schools. Cross-sector coordinated training is offered each semester, with entry limited to teachers who meet required benchmarks. This service supports diocesan registered training organisations (RTOs) to meet the Standards for RTOs and helps ensure a skilled VET workforce capable of preparing young people for future employment.

CSNSW also supported students from diocesan and RI/MPJP schools to access more than 1,060 externally delivered VET (EVET) courses through the EVET programme. These were part of the 14,098 students in Stages 5 and 6 who undertook at least one VET course as part of their Record of School Achievement or HSC. Participation in VET continues to grow, with 35.3% of Stage 6 students studying at least one VET course in 2025, compared with 31.4% in 2021.

At HSC level, where student enrolment at diocesan or external RTOs (other than TAFE NSW) provided access to the full qualification, 88.2% of students achieved a total of 5,694 qualifications, 2,278 at Certificate III level, 3,364 at Certificate II and 52 at Certificate I.

Road safety

CSNSW continues to play a vital leadership role in facilitating road safety education across the NSW Catholic school sector. In 2025, Transport for NSW provided \$889,721 to help fund the programme.

A key feature of the programme is the inter-diocesan Road Safety Network, which includes representatives from each of the 11 DSSs. Each of these representatives works with schools in their diocese and delivers professional learning to help teachers integrate road safety education into the K-12 curriculum. The network meets quarterly to share ideas and best practices to ensure a consistent message is conveyed to all NSW Catholic schools.

Personal Development, Health and Physical Education (PDHPE) Symposium

A highlight of 2025 was the Personal Development, Health and Physical Education (PDHPE) Symposium, which was held in August and focused on the new NESA K-10 PDHPE syllabus and respectful relationships education. The symposium was attended by almost 100 people, who heard presentations on road safety education in primary and secondary school contexts. A panel discussion with experts focused on implementing the new K-10 PDHPE syllabus.

Syllabus consultations

The NSW Education Standards Authority (NESA) undertakes public consultation for the reformed NSW K-12 curriculum. NESA conducts 'Have your say' public consultation periods for new draft syllabuses. The consultation informs the development of the final syllabuses and improves student learning outcomes. Involvement in the public consultation for the NSW Curriculum Reform ensures the voices of teachers in Catholic schools and systems, and parents and carers, is heard by NESA.

Catholic Schools NSW (CSNSW) representatives Sharon Cooke, Senior Manager – Aboriginal Education and Monica O'Brien, Head of Curriculum and Assessment, attended the two day Term 4 'Have your say' public consultation period on 25-26 November 2025 with local community members in Brewarrina (remote NSW) facilitated by NESA representatives, Jenni Wenzel, Chief Education Officer, Aboriginal Education and Clarrie Hoskins, Principal Advisor.

All consultation feedback, both online and written reports, is considered by NESA. Catholic Schools NSW invited all Diocesan Offices and CRIMNA to provide written feedback for the 'Have your say' public consultation for inclusion in CSNSW written reports submitted to NESA.

CSNSW submitted written reports to NESA for the following 17 Senior 11-12 draft syllabuses:

- Aboriginal Studies 11-12
- Aboriginal Studies Life Skills 11-12
- Agriculture 11-12
- Agriculture Life Skills 11-12
- Business and Economics Life Skills 11-12
- Business Studies 11-12
- Engineering Studies 11-12
- Graphics and Multimedia Technology 11-12
- Graphics and Multimedia Technology Life Skills 11-12
- Industrial Technology 11-12
- Industrial Technology Life Skills 11-12
- Society and Culture 11-12
- Society and Culture Life Skills 11-12
- Textiles and Design 11-12
- Textiles and Design Life Skills 11-12
- Visual Arts 11-12
- Visual Arts Life Skills 11-12

Monica O'Brien is the CSNSW representative on the NESA Curriculum and Credentials Committee. This committee is a delegated responsibility of the NESA Board and operates at the final validation phase of the NSW syllabus development process and where relevant, HSC Examination Specifications.

National Student Wellbeing Program

The National Student Wellbeing Program (2023-2027) is a Commonwealth Government initiative that supports the wellbeing of students and the broader school community. The programme funds the provision of pastoral care services and targeted wellbeing strategies developed with schools and their local communities. It aims to strengthen student wellbeing, support positive mental health, and contribute to improved engagement and learning outcomes.

Catholic Schools NSW (CSNSW) is the sector authority responsible for administering the programme across the NSW Catholic school sector. Under the National Student Wellbeing Program Federation Funding Agreement, the Catholic sector in NSW receives around \$2.3 million each year between 2023 and 2027 to support programme implementation.

In 2025, 142 Catholic schools across NSW participated in the programme, representing all 11 Catholic dioceses and several RI/MPJP Catholic schools. Through the programme, participating schools continue to provide pastoral care, mentoring, and wellbeing initiatives that respond to the needs of their students and communities.

CSNSW School Registration System Forum

The inaugural registration system forum was held on 12 November in Angel Place, Sydney. This forum brought together a broad range of professional staff working in registration and related areas in diocesan offices across NSW. Guest speakers from organisations including NESA, the Council of Catholic School Parents, the Office of the Children's Guardian and the Office of the NSW Ombudsman led various sessions on the day as participants were challenged to examine and share evidence-based strategies to address the challenges of compliance assurance and risk management in school registration and accreditation. Evaluations of the programme were highly positive, with 100% of participants agreeing the professional learning met their professional needs. The event formed part of CSNSW's work to deepen our sector's understanding of the school registration framework.



Services and support

Consent and Respectful Relationships Education

The Commonwealth Government has provided \$4.6 million in funding to the NSW Catholic education sector to strengthen Consent and Respectful Relationships Education (CRRE) across Catholic schools.

The CRRE project continues to support schools in equipping students with the knowledge, understanding, and skills required to engage in safe, respectful, and ethical relationships. The initiative helps schools to address key areas, including informed consent, communication, personal boundaries, power dynamics, coercion, digital safety, and bystander intervention.

In Catholic schools, CRRE contributes to the holistic formation of children and young people, supporting their social, emotional, and moral development. This work is grounded in the Catholic understanding of the dignity of the human person and the sacredness of life, helping students develop the capacity to form respectful and responsible relationships. In this way, the project aligns with the moral and social teachings of the Church and reflects the broader mission of Catholic education.

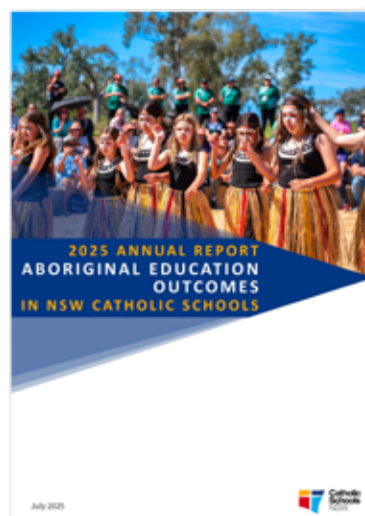
As the sector authority, CSNSW continues to centrally administer the CRRE project on behalf of Catholic schools across NSW. CSNSW works with DSSs and RI/MPJP Catholic schools to support the implementation of initiatives that are evidence-informed, contextually appropriate, and aligned with Catholic teaching.

Aboriginal and Torres Strait Islander education

Report on 2025 Aboriginal education outcomes in NSW Catholic schools

In 2025, CSNSW released its fourth Annual Report on Aboriginal Education Outcomes in NSW Catholic Schools, exploring the prevailing trends, achievements, and challenges within the sector. Among other metrics, the report highlighted the following successes:

- Catholic schools have enrolled an increasing share of NSW's Aboriginal students, up from 9.5% in 2008 to 12.4% in 2024. Aboriginal enrolments in 2024 reached 11,504 students, growing 6.7% p.a. since 2008.
- Since 2008, the proportion of students in NSW Catholic schools who are classified as Aboriginal has increased from 1.7% to 4.2% in 2024, higher than Independent schools, but significantly lower than Government schools.
- The attendance rate for Aboriginal students in Catholic schools remains higher than for Aboriginal students in Independent and Government schools. Attendance rates have trended downwards in 2024 for all sectors.
- The retention rate gap between Aboriginal and non-Aboriginal students in Catholic schools improved for the second year in a row, declining from 17.5% in 2023 to 15.4% in 2024.
- In 2024, the gaps between Aboriginal and non-Aboriginal student NAPLAN results in Catholic systemic schools remain smaller than those noted across all NSW schools.



Crossing Cultures, Hidden Histories: cultural responsiveness training

Through CSNSW's Professional Learning platform, staff in Catholic schools across NSW are supported to strengthen their Aboriginal and Torres Strait Islander cultural responsiveness, embed localised Aboriginal and Torres Strait Islander perspectives authentically in the curriculum, and deepen understanding of Indigenous histories and cultures.

To support localisation of the curriculum, CSNSW works with diocesan offices and RI/MPJP schools to facilitate on-Country learning experiences, giving staff immersive opportunities to engage with local communities, culture, and Country.

A key professional learning programme offered and supported by CSNSW across numerous dioceses and RI/MPJP schools is the Crossing Cultures, Hidden Histories course, which has engaged around 2,000 participants to date. In 2025, the Bathurst and Lismore dioceses facilitated whole-staff workshops for schools across their regions, enhancing the cultural responsiveness of leaders and teachers in their teaching practice, as well as supporting other staff in their roles in the school community.

World Indigenous Peoples Conference on Education

In 2025, Sharon Cooke, senior manager for Aboriginal education, represented CSNSW at the World Indigenous Peoples Conference on Education (WIPCE) in Auckland (Tāmaki Makaurau) from 16 to 20 November 2025.

WIPCE is a triennial global gathering that brings educators, leaders, and researchers together to share best practice and strengthen educational and life outcomes for Indigenous peoples worldwide.

More than 4,000 attendees were present at the conference. Around 30% of delegates travelled from Australia, taking part alongside representatives from Canada, Greenland, Guam, Botswana, Hawaii and the host country, New Zealand (Aotearoa).

The 2025 theme, 'Honouring, Uplifting the Path Ahead', highlighted the importance of culturally grounded education systems driven by community-led models. As reflected in commentary from Deakin University, the conference served as a 'fountain from which imagining new possibilities springs', inspiring renewed vision and commitment to the futures of Indigenous peoples globally.

CSSA

Australia's first large-scale synchronous trial HSC examinations

CSSA, a division of CSNSW, is the premium provider of trial HSC examinations across NSW and internationally. CSSA has developed a partnership with Gradeo to deliver Australia's first large-scale synchronous digital examinations across the three education sectors in NSW and internationally. Gradeo is an edtech company combining cutting-edge assessment technology with trusted test instruments to provide schools and teachers with rigorous, high-quality online test materials. CSSA successfully delivered three online trial HSC examinations in August 2025, in Science Extension, Software Engineering, and Enterprise Computing. HSC English Extension 1 and English 2 will follow in 2027.

The *Taking the Leap* report surveyed more than 250 teachers and students who completed CSSA's online trial HSC examinations for 2025. This report provides the first large-scale evaluation of Australia's move to digital exams. The report identified that 8 in 10 students would prefer to type their HSC rather than handwrite it, AI-assisted marking saved teachings 18 minutes per script, and nearly 3 in 5 students (57%) want more subjects delivered online.

Insurance for work experience and placements

CSNSW no longer coordinates workplace learning (WPL) insurance on behalf of dioceses and schools. Since 31 March 2025, each diocese and RI/MPJP school has been responsible for ensuring they maintain public liability insurance to cover:

- injury to students
- loss or damage occasioned by students
- indemnity cover for host employers (subject to individual schools' policy terms, conditions, limits, and exclusions)

Host employers must also have current public liability insurance.

This arrangement removed an additional insurance cost incurred for WPL programmes. CSNSW supported dioceses and schools in their discussions with individual brokers to extend their public liability cover to WPL.

The agreement between the sectors and work placement service providers includes the requirement for the sector to maintain insurance and indemnity arrangements to cover injury to students, loss or damage occasioned by students, and indemnity arrangements for host employers, while students are undertaking school-approved WPL.





CSNSW Sport Services



CSNSW Sport Services is a division of Catholic Schools NSW that delivers and oversees representative sport pathways for Catholic school students across NSW. More than 24 sports are available to students through structured and aspirational pathways that promote participation, excellence, and wellbeing.

The principal representative pathways are:

- NSW Combined Catholic Colleges (NSWCCC), giving Catholic secondary students access to NSW All Schools Championships and related representative opportunities
- NSW Catholic Primary Schools (NSWCPS), comprising MacKillop (southern NSW) and Polding (northern NSW), which enables Catholic primary students to compete at NSW Primary School Sport Association (NSWPSSA) Championships

Together, these pathways ensure equitable access to high-quality sporting opportunities for students across metropolitan, regional, and rural dioceses.

2025 programme delivery and participation

In 2025, CSNSW Sport Services coordinated more than 125 events attended by over 15,000 students across the state. These included representative pathway trials, championships, and large-scale gala days at primary and secondary levels. Primary sport was delivered through NSWCPS (MacKillop and Polding), while secondary sport was delivered through NSWCCC.

The success of the 2025 programme was underpinned by extensive diocesan and association-based selection trials, which remain critical to the integrity and accessibility of representative pathways. CSNSW Sport Services is strongly supported by the collective commitment of dioceses, schools, staff, volunteers, and families, reflecting the strength of the Catholic education community.

Major sporting events

Significant events delivered by CSNSW Sport Services in 2025 included:

- NSWCCC and NSWCPS cross-country championships: 1,800 competitors
- NSWCCC and NSWCPS swimming championships: 1,800 competitors
- NSWCCC athletics championship: 1,000 competitors
- NSWCPS netball championship (primary): 1,000 competitors
- NSWCCC netball championship (secondary): 900 competitors
- MacKillop athletics (primary): 850 competitors
- Polding athletics (primary): 800 competitors

Representative honours

- NSWCCC representatives: 1,300
- MacKillop representatives: 570
- Polding representatives: 560
- NSW All Schools representatives: 194
- NSWPSA representatives: 203
- School Sport Australia representatives/merit selections: 48

CSNSW Sport Services also continued the Aquathlon (run-swim) event, maintaining a strong participative and inclusive focus. The Aquathlon remains open to students from RI/MPJP and independent schools, providing an alternative entry point for students who may not traditionally access representative sport pathways.

Sport Services Awards

On 2 December 2025, CSNSW Sport Services hosted the Sport Services Awards at the Sydney Cricket Ground, encompassing both NSWCCPS Maroon Awards (primary) and NSWCCC Blue Awards. The event was attended by 550 guests, recognised over 150 award recipients, and welcomed Dr Hugh McDermott MP as guest of honour.

The awards were framed by the themes of gratitude and a hope-filled future, aligning with the Golden Jubilee Year in the Catholic Church, and acknowledging the often unseen contributions of families, coaches, officials, and volunteers. Feedback from students, parents, and stakeholders was overwhelmingly positive, with the awards recognised as the largest and most successful celebration of Catholic school sport to date.

Professional learning and development

The 2025 professional learning programme for CSNSW Sport Services was delivered over two days on 10-11 November 2025, providing a comprehensive experience for school sport leaders. The programme was hosted across multiple venues at Sydney Olympic Park, including the NSW Rugby League Centre of Excellence, Greater Western Sydney Giants' Hub, Tom Wills Oval, Tennis NSW (Ken Rosewall Arena), and the Quay Centre.

The programme combined keynote presentations and practical workshops, addressing priorities such as student flourishing through sport, concussion management, child-safe reporting obligations, road safety education, cardiopulmonary resuscitation capability in schools, and effective whole school sport planning. Workshops were delivered in partnership with AFL NSW/ACT, the National Rugby League, NSW Waratahs, Tennis NSW, Volleyball NSW, and Table Tennis NSW, strengthening staff capability to deliver safe, inclusive, and curriculum-aligned sport programmes.

Inclusive participation

CSNSW Sport Services continued to expand opportunities through participative events such as the Aquathlon, reinforcing a commitment to access, wellbeing, and lifelong engagement in physical activity. These initiatives support students from RI/MPJP and independent schools and complement established representative pathways.

Analytics and reporting

Analytics Central

The CSNSW analytics team is critical in delivering on CSNSW's reporting and measurement framework and providing internal and external stakeholders with data and analytics to support their decision-making. The team produces work in formats including publication reports, presentations, analytics packs, and dashboards in visualisation tools such as Tableau and Power BI for interactive use.

Initiatives in 2025 included:

- reporting and analysis projects focusing on enrolments and demographics
- reporting and analysis on student performance and achievement
- analytics in support of capital grant programmes
- analytics in support of the Connected Catholic Communities project
- *State of the System* Volumes 1 and 2 reporting to the Board and Bishop Members
- analytics support, by request, to DSSs and RI/MPJP schools to support strategic planning
- help with research and preparing materials for external advocacy

State of the System Volume 1

The first volume of *State of the System* is a statistical snapshot of the Catholic education system in NSW and was delivered to the Bishop Members in July 2025. This first volume in the series explored trends in enrolments and religion, student attendance and retention, academic performance including analysis of NAPLAN and HSC results, and VET and post-school destinations.



State of the System Volume 2

The *State of the System* (Volume 2) provides a comprehensive analysis into a theme or current topic of relevance for NSW Catholic schools. The second volume for 2025, delivered to the Bishop Members in October, celebrated innovation and best practice in curriculum, pedagogy, and assessment in our Catholic systems and schools.

The report highlighted how the Church calls upon our systems and schools to innovate and stay dynamic and responsive, with a readiness to adopt relevant methods for the times. Catholic education systems and schools should also seek to demonstrate best practice by deploying evidence-based and evidence-informed initiatives and programmes across the teaching and learning ecosystem. The report also discusses national and state policy drivers guiding innovation and best practice in schools and classrooms, such as the new national education reform instrument, the Better and Fairer Schools Agreement – Full and Fair Funding 2025-2034. The agreement has set a national reform objective of equity and excellence, to be underpinned by evidence-based teaching. The recent NSW Curriculum Reform has also catalysed renewal in teaching and learning delivery. The report uses case studies to bring to life how Catholic schools and systems are delivering innovative and best-practice programmes and initiatives to improve learning outcomes.

State of the System Volume 3

The *State of the System* (Volume 3) – Financial Report ('the Financial Report') was presented to the Bishop Members in September 2025. The Financial Report provides an update on the financial position of NSW DSSs. The report used data from the 2024 reporting year.

CSNSW initiated this system-wide report on financial performance and position in response to its mandate, but chiefly to provide insight into key financial metrics, challenges, and issues based on a statistical snapshot of the Catholic education system in NSW.

The Financial Report provides an insight into the financial position of the 11 DSSs, and into changes that could affect financial performance and sustainability. It draws on data from the audited financial statements of each DSS, statutory reporting to government in the form of the Financial Questionnaires, and externally commissioned analysis contained in the CSNSW School Insights Platform.

The Financial Report continues to be a valuable tool for the Bishop Members and DSSs to identify financial opportunities and future challenges.



Data collections

CSNSW acts as a data steward on behalf of dioceses, responsible for the secure collection, management, and controlled sharing of data in line with applicable Commonwealth requirements. As part of its reporting obligations to the Australian Government, CSNSW collected and processed census data from all dioceses and several RI/MPJP schools, supporting the allocation of appropriate levels of recurrent funding and additional funding for students with disability. CSNSW also received the data for the 2024 Australian Early Development Census (AEDC), which was shared with dioceses, subject to new Commonwealth data-sharing requirements.

Census 2025

The 2025 Nationally Consistent Collection of Data of Students with Disability (NCCD) was finalised on Tuesday 12 August 2025, in accordance with the Australian Government's Non-Government Schools Census requirements.

CSNSW operates a secure portal to support biannual census data collection. The portal provides DSS and RI/MPJP schools with an improved user experience for data submission and is a critical component of CSNSW's census obligations to the Australian Department of Education.

NCCD delivery and oversight

During 2025, CSNSW continued its system level oversight of the Nationally Consistent Collection of Data on Students with Disability (NCCD), supporting schools and DSSs to meet national requirements for accuracy, consistency, and evidentiary rigour.

This support was designed to reinforce consistent interpretation of the NCCD Guidelines and mitigate risks associated with inconsistent moderation or insufficient documentation.

Professional learning was delivered across the year to support school and system leaders, including sector moderation activities, online quality assurance workshops, targeted sessions for RI/MPJP schools, and professional learning for early career teachers. These activities were calibrated to cohort needs and aligned to known areas of reporting risk.

Personalised Planning for Students with Disability

CSNSW continues to maintain and enhance the Personalised Planning for Students with Disability (PPSD) tool.

Over the past two years, this work has focused on targeted usability improvements informed by direct feedback from schools. The PSD supports legislative and compliance requirements associated with the NCCD, including reporting, evidentiary, and audit obligations. Recent enhancements have streamlined the creation of personalised plans, reduced administrative burdens on teachers, and strengthened alignment with NCCD data collection standards. Collectively, these improvements support more consistent and effective participation of students with disability across schools.

In 2025, CSNSW advanced a broader programme of system renewal to improve the security, reliability and long-term sustainability of platforms supporting student data and NCCD reporting. This programme included the completion of a full rewrite of the student management application, addressing cybersecurity risks inherent in legacy systems. The renewed application enables improved integration with authoritative student identity data, initially for systemic schools, with staged extension to RI/MPJP schools. This integration, to be implemented from 2026, is designed to reduce manual data entry, minimise duplication, and strengthen the quality, consistency, and integrity of NCCD-related data.

Australian Early Development Census (AEDC)

Following the participation of NSW Catholic schools in the 2024 AEDC, in 2025 CSNSW finalised a data-sharing agreement with the Commonwealth Government, enabling the provision of 2024 AEDC microdata to each diocesan office. Moreover, CSNSW delivered sector-specific insights into the 2024 data to support local understanding and planning for early childhood education in the early years of schooling.



Hotline and general advice service

CSNSW's in-house legal and risk team continues to operate a general advice hotline, available to staff across the 11 DSSs and 46 RI/MPJP schools. The hotline provides timely, practical, and expert guidance on governance, legal, regulatory, and policy matters relevant to Catholic schools in NSW.

Throughout 2025, CSNSW delivered assistance across a range of operational and compliance issues, including copyright, family law, visas, regulatory compliance and registration requirements, and child protection.

Professional Learning

CSNSW continues to strengthen its position as a leading provider of Professional Learning (PL) for Catholic school educators and responsible persons. CSNSW PL delivered a comprehensive, evolving suite of online, on-demand, face-to-face, and live webinar offerings. These programmes are strategically designed to support high-quality educational delivery, positive school culture, and system-wide continuous improvement.

The Professional Learning programme has grown significantly in scale and sophistication over time. In 2025, the suite of asynchronous modules was expanded by intentionally recording carefully selected live events.

The breadth and quality of CSNSW PL offerings continued to expand. Updates on the NESA-approved governance training modules covering conflicts of interest, privacy obligations, and section 83C requirements were completed in 2025. New content areas included middle leadership modules written by the CSNSW Teacher Development Network, which are available to all diocesan and RI/MPJP schools.

These ongoing investments reaffirm CSNSW's strategic commitment to professional excellence and its role in enabling school improvement across the Catholic sector.

Live events included:

- 2025 Curriculum Reform Conference
- Early Years Symposium
- Behaviour Symposiums for teachers and school leaders
- CSSA Symposium
- Education Law Symposium

Avila Leadership Programme



The Avila Leadership Programme has been explicitly crafted to meet the needs of the next generation of Catholic school Principals, equipping them for the demands of contemporary educational leadership, governance, and operations. Avila has been co-written by CSNSW and the ACU La Salle Academy, with input from diocesan representatives, leadership experts, and experienced Principals.

The Avila programme graduated 35 new and aspiring Principals in November 2025, with many describing their learning as by far the most valuable leadership development course they have undertaken and noting the deliberate and constant links to faith that set it apart from other flagship courses. This brings the graduate total to 67.

In 2025, CSNSW also confirmed nominations from Catholic schools for the 2026 Avila cohort that began in late 2025. For the first time, all 11 dioceses will be represented in the 2026 programme, with an increase in participants from 35 to 41.

Further, the Avila Leadership Programme is now a NESA-recognised pathway to Lead Teacher. It is also recognised prior learning in the ACU Master of Educational Leadership programme.

NESA teacher accreditation

Catholic Schools NSW (CSNSW) played a key role in sector consultation informing NESA's refinement of the NSW Teacher Accreditation Manual (TA Manual). Drawing on system and diocesan expertise, CSNSW provided targeted feedback to ensure the changes are clear, practical, and support consistent implementation across school contexts.

Following consultation, NESA revised the TA Manual to improve clarity, usability, and coherence, in line with the Deputy Premier's 2024 Statement of Expectations. Supported by Plain English Foundation input, the updated manual streamlines structure and language while maintaining existing policy intent. Key improvements include a simplified five-section structure, clearer first-time accreditation requirements, reduced administrative burden through removal of certified document requirements, and updated terminology and policy settings to strengthen consistency and accessibility.

CSNSW also contributed to consultation on proposed 2026 changes to the Conditional Accreditation Policy, including LANTITE requirements, annual progress reporting, and employment evidence for degree-only pathways. CSNSW supported measures that strengthen teacher quality while emphasising the importance of appropriate supports, including reduced teaching loads for conditionally accredited teachers.



Resources and stewardship

Financial compliance and reporting

CSNSW, as the Approved System Authority, is responsible for managing the receipt and distribution of recurrent funding for the 11 NSW School Systems.

CSNSW is required to lodge annual financial accountability statements and certifications with the Australian and NSW governments. This obligation is attached to the recurrent and targeted programme funding received by the NSWCSS.

CSNSW completes the financial questionnaire (FQ) on behalf of the 11 DSOs, ensures the system auditor audits the data, and lodges the FQ, block allocation, financial accountabilities declaration, and annual audited financial statements of each DSS.

CSNSW has continued to work with the DSOs, including finance staff and auditors, on financial compliance and reporting, including via monthly Finance Working Group meetings throughout the year. CSNSW continues to enhance the Financial Compliance Framework, a comprehensive resource for finance staff and auditors, which explains responsibilities and provides guidance, instructions, and templates to help finance staff and auditors meet their compliance and reporting obligations.

Encouragingly, the framework and the process, plus the assistance given by all parties involved, ensured that the 2025 FQs, reports, declarations, and certifications were lodged with the NSW and Australian governments by the due date and without qualification.

Capital resources and planning

As the NSW CBGA, CSNSW receives and distributes funds allocated under the Australian Government's Capital Grants Program and the NSW Government's Building Grants Assistance Scheme and New and Upgraded Preschool programme. The CSNSW Capital Planning and Evaluation Panel (CPEP), a panel of the CSNSW Board, oversees the capital programme, ensuring compliance with CBGA principles and making decisions on which projects are recommended to government.

A robust evaluation process is in place that includes, for each application, an independent assessment of:

- the amount of space required to meet the existing and proposed enrolments based on a school facility standard consistent with a government school
- the condition and functionality of existing facilities
- the educational effectiveness of the proposed facilities

As part of the evaluation process, site visits are conducted to assess existing facilities and determine the educational disadvantage they create for teaching and learning. The site visit is an important component of the assessment and gives CSNSW assessors the chance to confer with applicants on the solution proposed to address the identified disadvantage.

In 2025, new project applications were recommended for funding from those submitted to CSNSW from DSS and RI/MPJP Schools. In addition, CSNSW reviewed, redefined, and revalued projects that were previously approved but had changed in scope.

The total cost of most projects will exceed the value of the grant awarded, with a local contribution making up the difference. This approach to funding capital development ensures significant cost savings for the NSW Government's investment in the Catholic school sector.

Appendix C provides the list of capital projects recommended for funding and includes figures for the total project cost, grant amount, and local contribution.

School registration

2025 was the third year of operation of the CSNSW Registration System ('the Registration System'), which became the approved registration system authority for NSW diocesan schools from 1 July 2023. In 2025, the system continued to monitor member schools for compliance with the requirements for registration and accreditation as per its obligations under the *Education Act 1990* (NSW).

Inter-Diocesan Registration and Accreditation Committee monitoring processes

IDRAC is a subcommittee of the CSNSW Board that oversees school registration, with representation from all dioceses. In accordance with the five-year monitoring plan agreed by NESA, the Registration System conducted monitoring of Catholic Education Archdiocese of Canberra and Goulburn, and Catholic Education Diocese of Bathurst in 2025. Monitoring processes included site visits to member schools and meetings in the central office to review diocesan policies and processes for ensuring compliance with registration requirements for discipline, attendance, and enrolment, and curriculum for the HSC. The monitoring processes found that in both dioceses, existing policies and processes continued to satisfy requirements for registration and accreditation of member schools. Subsequently, a recommendation was made to NESA to renew the registration and accreditation of those schools for a period of five years.

Review, reform, and continuous improvement

Two internal management reforms implemented in the second half of 2025 were designed to strengthen the operational and integrity of the Registration System. In September, the Registration System programme was moved into the legal and risk directorate of CSNSW. This reflects the growing maturity of the operation and the risk-based approach, adopted by NESA and the Registration System, to monitoring schools for compliance with registration requirements. In addition, a School Management Registration Committee was constituted to ensure that the operational processes of the organisation maximise the effectiveness and efficiency of the Inter-Diocesan Registration and Accreditation Committee of the Board of CSNSW. IDRAC oversees the operation of the Registration System, particularly in relation to risk management, strategy, and policy. These reforms stemmed from the recommendations contained in the report of the Review of the Registration System conducted by Dr Andrew Fraser in 2024-2025.



Policy

Better Fairer Schools Agreement (2025-2034)

In 2025, the Better and Fairer Schools Agreement (BFSA), the fifth National Schools Reform Agreement, committed to intergovernmental collaboration to lift student outcomes across Australia. The BFSA includes reform directions in three key areas: equity and excellence, wellbeing for learning and engagement, and a strong and sustainable workforce.

As part of the BFSA, the Commonwealth Government has negotiated bilateral agreements with each state and territory government. A bilateral agreement, such as the one between the Commonwealth Government and the NSW Government, encompasses contextual reform activities that the government, Catholic and independent sectors will pursue. In late 2025, the NSW and Commonwealth education ministers approved an addendum to the NSW Bilateral Agreement [BH1.1]. CSNSW played a pivotal role in shaping this addendum, working collaboratively with the NSW Department of Education and ISNSW throughout 2025 to ensure that the reform activities of the Catholic sector were accurately reflected in how the BFSA's reform directions would be pursued in the NSW–Commonwealth bilateral.

The addendum reflects significant reform work that CSNSW has led in 2025 across all three BFSA directions. Through a range of CSNSW activities, including the Curriculum Reform Conference, the Education Law Symposium, the Behaviour Symposium, the Avila Leadership Programme and the Countering Antisemitism School Forum, the Catholic sector in NSW is deeply engaged with the BFSA reform directions.

NSW Curriculum Reform

The reform follows a comprehensive review of the NSW Curriculum that took place from 2018 to 2020, and is the first comprehensive reform in three decades for the NSW school curriculum for Kindergarten to Year 12. The NSW Curriculum Reform began in 2020 and is scheduled for completion in 2030 when all new syllabuses have been implemented and examined in the HSC.

The reform recommendations are shaping the new syllabuses, priorities identified for the early, middle, and later years of schooling are to:

- build strong foundations for future learning: new English and mathematics syllabuses for Kindergarten to Year 2
- provide more time for teaching: reducing the hours teachers spend on compliance requirements and extracurricular topics and issues
- strengthen post-school pathways: new learning areas for years 11 and 12 that clearly link learning to future employment and study options
- develop a new curriculum: new syllabuses focused on what is essential to know and do in the early and middle years of schooling, and on key learning areas in the senior years

Delivery of Stage 6 courses in secondary schools

The CSNSW 7-12 Curriculum Reform Working Party is a strategic platform for the delivery of Stage 6 courses in secondary schools, ensuring that school communities are informed and supported throughout the reform process. By facilitating consultation on newly released syllabuses, the working party maintains a direct link between overarching curriculum changes and senior secondary delivery.

This collaborative framework includes:

- implementation planning to coordinate the sharing of resources and diocesan strategies, ensuring sector-wide consistency
- the dissemination of key information from NESA to align school practices with official reform requirements
- the development of a professional support network that fosters collegial conversation and inquiry
- opportunities for school leaders and teachers to pose questions, allowing them to effectively navigate the complexities of the senior curriculum

Through these initiatives, the working party reinforces the importance of professional collaboration in supporting every student to reach their learning potential within the new curriculum framework.

Accreditation to Work, Teach and Lead in a Catholic School

In 2025, CSNSW embarked on a programme of research and stakeholder engagement on Accreditation to Work, Teach and Lead in a Catholic School, gathering insights into the sustainability of a Catholic teacher workforce that supports the mission and identity of Catholic schools. Catholic school authorities in NSW are not immune to the broader workforce challenges that other school sectors are experiencing, which are made all the more complex by the distinctive mission of the Catholic Church. As part of this work, CSNSW commissioned a research report to explore how the Catholic sector could meet this challenge. The report will serve as a blueprint for action in 2026, and the work arising from it will be guided by the 2030 Committee of CSNSW.

Diverse learning

The diverse learning portfolio consists of disability and NCCD, High Potential and Gifted Education (HPGE) and English as an additional language or dialect (EAL/D). In 2025, CSNSW submitted NCCD data on more than 62,000 students with identified disability – around 23% of students enrolled across the 11 dioceses within CSNSW – with 1% of students receiving extensive adjustments.

An EAL/D Working Party was developed with representatives from all 11 dioceses. This group continues to grow and collaborate, with a focus on recent research into supporting students from EAL/D backgrounds.

The HPGE diocesan network group continues to provide and create learning opportunities for schools in 2025, with the inaugural HPGE Symposium to be held in October 2026.

Modern slavery

In 2025, CSNSW continued to advance its longstanding commitment to ethical governance and the protection of human dignity by strengthening the systems and processes that underpin its modern slavery risk management programme.

As a voluntary participant in the reporting framework under the *Modern Slavery Act 2018 (Cth)*, CSNSW has sustained its efforts to enhance visibility across its operations and supply chains. This included ongoing due-diligence practices, the integration of modern slavery considerations into procurement and contract management, and strengthened organisational awareness supported through mandatory training.

The Modern Slavery Working Group, established in 2024, continued to ensure a coordinated, cross-organisational approach to monitoring risks, implementing targeted initiatives, and driving continuous improvement.

CSNSW also continued its active involvement in the Australian Catholic Anti-Slavery Network (ACAN), benefiting from shared risk data, supplier engagement tools, and sector-wide collaboration. Through ACAN's resources – including supplier surveys, Sedex onboarding pathways, and strengthened remediation mechanisms – CSNSW enhanced its oversight of higher-risk supplier categories and expanded engagement with key partners to promote ethical labour practices.

Early Childhood Education and Care

In 2025, Early Childhood Education and Care (ECEC) in NSW underwent significant reform, marked by the establishment of the independent NSW Early Learning Commission and major legislative changes that strengthened child safety requirements and regulation, and increased transparency across all services.

In June 2025, CSNSW continued its work in the ECEC sector, making a formal submission to the NSW Parliamentary Inquiry into Early Childhood Education and Care. The submission highlighted key issues in early childhood education, including equitable access and quality service provision that is sustainable.

The roll-out of the NSW Government's New and Upgraded Preschool programme provided a valuable opportunity for growth in the Catholic sector, with St Christopher's Primary School Holsworthy and St Anthony's Catholic Primary School Marsfield securing capital grants to build new preschool facilities. These projects will increase access to early learning in expanding communities and strengthen pathways into Catholic primary schools.

Additionally, CSNSW hosted an Early Years Symposium on 4 September 2025, bringing together Principals, educators, and leaders to engage with insights from the then national children's commissioner, Anne Hollonds. Br David Hall, dean of the La Salle Academy at ACU, was also a keynote speaker, and explored how Catholic educators can unlock the hope that dwells in children. The symposium reinforced the understanding that transformative, high-quality early childhood education is one of the most significant investments that can be made in the future of children, shaping their wellbeing, learning, and life outcomes.

Catholic Employment Relations

Catholic Employment Relations (CER) continued to provide comprehensive support, advice, and representation to Catholic agencies in 2025, including RI/MPJP schools, as well as other Catholic education bodies across NSW and Australia.

In addition, CER delivered core employment law services to Catholic systemic schools in NSW, the ACT, and the Northern Territory. This included CER acting as the bargaining representative in enterprise agreement negotiations. Progress on key bargaining frameworks continued, with Model A negotiations to resume in February 2026 and Models B and C initial discussion to begin in early 2026.

Following CERL's integration into CSNSW in 2023 and the subsequent amendments to the CERL Constitution in 2024, the newly appointed CSNSW chief legal and risk officer, Monica Assaf, was tasked with managing personnel changes and ensuring client relationships remained stable. During 2025, CER maintained embedded capability and continuity of service delivery throughout a period of leadership transition, ensuring consistent, high-quality support to stakeholders. The introduction of new staff, a revised structure, updated pricing arrangements and invoicing processes, and an expanded client base have further strengthened service delivery. CER and CERL contribute to the mission of CSNSW through aligned and complementary service pathways grounded in accountability, integrity, and collegiality.

CER and CERL continue to ensure that Catholic employers – both systemic and non-systemic – receive expert, values-based support that promotes legal compliance while advancing the mission of Catholic education. Throughout 2025, CERL services provided quality support to Catholic employers operating in an environment of sustained regulatory reform and increasing compliance complexity.

CER Employment Law Symposium

The 2025 CER Employment Law Symposium was held on 31 October 2025 at the Macquarie University city campus in Sydney, offering a focused, one-day programme that addressed workplace challenges in the digital age. The symposium was provided at no cost to CER subscribers, and more than 100 people attended. The event, for school Principals and HR professionals in the Catholic education sector, was aimed particularly at systemic schools.

The six-hour programme featured expert-led sessions, a keynote address from the Fair Work Commission, and a panel discussion with external guest speakers, facilitated by CER. The symposium addressed critical legal and workplace issues arising in an increasingly digital environment. Topics included safeguarding and reportable conduct in the context of emerging behaviours such as gaslighting, catfishing, and ghosting in the workplace; enterprise bargaining strategies to support confident and compliant negotiations; and the management of flexible work arrangements. The programme examined the intersection of performance management and employee privacy, with a focus on achieving an appropriate and lawful balance between the two.

The CER Symposium reflected CER's ongoing commitment to equipping Catholic employers with practical, timely, and sector-specific legal insights. Due to the success of the 2025 event, a larger-scale CER Employment Law Symposium will be held at the Amora Hotel Jamison Sydney on 18 September 2026.



Appendix A: Advisory and consultative activity

Reference groups

Aboriginal and Torres Strait Islander Education Policy Reference Group

The Aboriginal and Torres Strait Islander Education Policy Reference Group met five times in 2025.

Focus

The group gave advice and support in the following areas:

- to the NCEC on immersion protocols and faith formation through 'on Country' experiences
- to AERO on matters including partnering with family and communities and improved cultural responsiveness
- representation and advice to the Australian Government Department of Education on the First Nations Education Policy
- to NESA on syllabus and curriculum reform, consultation, release, and implementation
- to AERO on current research for Aboriginal and Torres Strait Islander students and families
- on the roll-out of Professional Learning for diocesan and RI/MPJP schools and Catholic agencies, particularly in relation to cultural responsiveness training, with engagement through 'Crossing Cultures, Hidden Histories'

Membership

- Sharon Cooke (chair), CSNSW
- Darlene Murdoch, Catholic Education, Diocese of Bathurst
- Jackson Parkes, Catholic Education Broken Bay
- Julie Waddell, Catholic Schools Parramatta Diocese
- Pauline Streckfuss, Catholic Education, Diocese of Wagga Wagga
- Merindah Wilson, Catholic Education Wilcannia-Forbes
- Karan Taylor, Catholic Education Diocese of Wollongong

Catholic Secondary Schools Reference Group

The Catholic Secondary Schools Reference Group met four times in 2025.

Focus

The group advised on matters regarding the CSSA trial HSC examinations and CSSA symposiums, providing insights and feedback on CSNSW and CSSA projects.

Membership

- Monica O'Brien (chair), CSNSW
- Stephen Dwyer, Red Bend Catholic College
- ForbesKelly Bauer, Catholic Schools Parramatta Diocese
- Frank Chiment, Catholic Schools Parramatta Diocese
- Catherine Banks, Catholic Education, Diocese of Wagga Wagga
- Chris Browne, Catholic Education, Diocese of Wagga Wagga

Education Policy Reference Group

The Education Policy Reference Group met five times in 2025.

Focus

The group advises CSNSW on key matters of education policy, including the Better and Fairer Schools Agreement, student wellbeing, and teacher accreditation.

Membership

- Andrew Mellas (chair), CSNSW
- Monica O'Brien, CSNSW
- Marita Winters, CSNSW
- Dr Edmond Maher, Armidale
- Rose-Marie van Raad, Bathurst
- Maura Manning, EREA
- Dianne Van Berlo, Parramatta
- Kevin Carragher, Sydney
- Prue Horan, Wagga Wagga (until July 2025)

Mission and Identity Reference Group

The Mission and Identity Reference Group met five times in 2025.

Focus

The group advised CSNSW on:

- the challenges facing Mission and faith formation programmes in schools and for dioceses
- implications of the NCEC findings on faith formation
- staff spirituality
- HSC results in Studies of Religion
- policies on accreditation to teach religious education, and their effect on staff recruitment

Membership

- Marita Winters (chair), CSNSW
- Andrew Mellas, CSNSW
- Monica O'Brien, CSNSW
- Ben Smith, CSNSW
- Dr Angelo Belmonte, Bathurst
- Simon Hyland, Broken Bay
- Gary Reen, Lismore
- Stephen Dwyer, Red Bend College
- Anthony Cleary, Sydney
- Alexandra Harvey, Wagga Wagga
- Joanne Kenny, Wollongong

A place for representation from Armidale was vacant

VET Reference Group

The VET Reference Group met four times in 2025.

Focus

The group advises CSNSW in relation to policy, programmes, and research supporting vocational education and training, careers, and transition to work for the full range of Catholic school students. It also helps Catholic RTOs to meet compliance requirements determined by the Australian Skills Quality Authority (ASQA) and other regulatory agencies, including NESA and SafeWork NSW.

Membership

- Mary-Clare Turnbull (chair), CSNSW
- Stephen Mitchell, Bathurst
- Phil Cox, Broken Bay
- Karen Ruppert, Canberra & Goulburn
- Michael Blowes, Christian Brothers High School, Lewisham
- Stephen Pares, Lismore
- Sue Watts, Lismore
- Geraldine Blake, Maitland-Newcastle
- John Wills, Parramatta
- Vanessa Jennings, Wagga Wagga
- Christina Desmond, Wollongong
- Irene Pereira, Sydney

A place for representation from CRMNA was vacant.

Working groups

Catholic ECEC Providers Working Group

The Catholic ECEC Providers Working Group met four times in 2025.

Focus

The focus for 2025 included:

- child safety reform
- the worker retention programme
- the preschool and non-government school site capital grants programme

Membership

- Angela Cain (chair), CSNSW
- Andrew Mellas, CSNSW
- Monique Beange, Broken Bay
- Leah Taylor, Catholic Education Archdiocese of Canberra & Goulburn
- David Healy, St Nicholas Early Education, Maitland-Newcastle
- Melanie Corke, Community Ventures Diocese of Parramatta
- Anthony Goonan, Community Ventures Diocese of Parramatta
- Julie Tonowicz, Sydney
- Franceyn O'Connor, Sydney Catholic Early Childhood Services
- Katy McInerney, CatholicCare Diocese of Wollongong

Finance Working Group

Focus

The Finance Working Group consists of the finance directors, plus one or two colleagues, from each DSS. It meets monthly to discuss financial reporting and compliance matters.

Membership

- Peter Yates (chair), CSNSW
- Helen Bentham, Armidale
- Jason Cooke, Bathurst
- Shirley Mojini, Bathurst
- Amelia Falconer, Broken Bay
- David Linos, Broken Bay
- David Collins, Canberra & Goulburn
- Tim Hawes, Canberra & Goulburn
- Wynand Janse Van Rensburg, Canberra & Goulburn
- Mark Lawrence, Lismore

- Christine Lucke, Lismore
- Joanne Abrams, Maitland-Newcastle
- Katherine Kirwan, Maitland-Newcastle
- Shrey Chopra, Parramatta
- Amruta Dhage, Parramatta
- Gerard Gieseckam, Parramatta
- Francis Mangru, Sydney (Sydney Catholic Schools)
- Glenn McLachlan, Sydney (Sydney Catholic Schools)
- Hayley Wilding, Sydney (Sydney Catholic Schools)
- Meaghan Tait, Wagga Wagga
- Matthew Smith, Wilcannia-Forbes
- Diane Nicolson, Wollongong
- Steven Testa, Wollongong

Inter-Diocesan Teacher Workforce Working Group

The Inter-Diocesan Teacher Workforce Working Group met five times in 2025.

Focus

The group focused on coordinating the sector response to the National Teacher Workforce Action Plan (NTWAP), facilitating inter-diocesan cooperation, improving access to the data required for workforce planning, and driving the research agenda in relation to NTWAP initiatives.

Membership

- Mary Ryan (chair), CSNSW
- Andrew Mellas, CSNSW
- Kate Kenny, Armidale
- Angela D'Amore, Bathurst
- Natalie Cooper, Broken Bay
- Scott Cooper, Broken Bay
- Natalie Harper, Canberra & Goulburn

- Karen Wells, Canberra & Goulburn
- Maura Manning, EREA
- Joanne Hack, Good Samaritan Education
- Leisa Fisher, Lismore
- Rachel Kearey, Lismore
- Lisa Dent, Maitland-Newcastle
- Jane Scahill, Maitland-Newcastle
- Megan Bisset, Parramatta
- Daniel Lynch, Parramatta
- Leah Rayner, Sydney
- Carmen Nash, Wilcannia-Forbes
- Marika Burton, Wagga Wagga
- Anissa Weekes, Wagga Wagga
- Brendan Hall, Wollongong
- Natasha O'Donoghue, Wollongong

K-6 Curriculum Reform Working Group

Focus

The group focuses on:

- dissemination of key messages from NESA related to the curriculum reform
- consultation on key documents related to the curriculum reform
- curriculum implementation planning, including sharing of resources and diocesan plans
- opportunities to pose questions that promoted collegial conversation
- the professional support network

Membership

- Monica O'Brien, CSNSW
- Karen Ferrante, CSNSW
- Mary Ryan, CSNSW
- Casey Chard, Armidale
- Kerrie Priddis, Armidale
- Caitlin Fahey, Bathurst
- Kristi Ryan, Bathurst
- Rose-Marie van Raad, Bathurst
- Liz Calabria, Broken Bay
- Chris Higgins, Canberra & Goulburn
- Kerrin Cronin, Lismore
- Michelle Rosewell, Maitland-Newcastle
- Christine McDonald, Sydney
- Marisa Hart, Wagga Wagga
- Nick Baird, Wilcannia-Forbes
- Genevieve Cook, Wollongong

National Assessment Program Working Group

The National Assessment Program (NAP) Working Group (formerly the NAPLAN Working Group) met monthly during 2025 and convened several out-of-session meetings from January to March to accommodate the change of the NAPLAN test window from May to March, the earlier-than-usual preparation activities, and the change in the timetable for other NAP sample and international assessments.

Focus

The NAP Working Group facilitated the full participation of NSW Catholic schools in NAPLAN tests.

The group was also responsible for communications to Catholic schools regarding:

- accessing NAPLAN results from the assessment platform
- analytics available in the Scout tool
- delivery of NAPLAN tests in an earlier test window
- updated annual IT requirements
- facilitation of sample school participation for NAP assessments and international sample assessments

Membership

- Karen Ferrante (chair), CSNSW
- Monica O'Brien, CSNSW
- Dean Leddy, CEnet
- Linda McGlone, CEnet
- Carmel Heagney, Diocese of Armidale
- Briony Martin, Diocese of Armidale
- Damien Carlton, Diocese of Bathurst
- Peiti Haines, Diocese of Bathurst[BH1.1][JW1.2]
- Rose-Marie van Raad, Diocese of Bathurst
- Glen Smith, Diocese of Bathurst
- Erin Brady, Catholic Schools Broken Bay
- Frances Sullivan, Catholic Schools Broken Bay
- Chris De Britt, Archdiocese of Canberra & Goulburn
- Greg Dwyer, Diocese of Lismore Catholic Schools
- Josh Glen-Holmes, Diocese of Lismore Catholic Schools
- Darren Jones, Diocese of Lismore Catholic Schools
- Andrew Madden, Diocese of Lismore Catholic Schools
- Michele McDonald, Diocese of Lismore Catholic Schools
- Riki Wood, Diocese of Lismore Catholic Schools
- Patricia Humble, Diocese of Maitland-Newcastle
- Julie Mulhearn, Diocese of Maitland-Newcastle
- Jacqueline Wilkinson, Diocese of Maitland-Newcastle
- Stefan Boffa, Catholic Schools Parramatta Diocese
- Amanda Parnis, Catholic Schools Parramatta Diocese
- Rachael Usher, Catholic Schools Parramatta Diocese
- Matthew Wells, Sydney Catholic Schools
- Bianca Fonte, Catholic Education Diocese of Wagga Wagga
- Anne Ryan, Catholic Education Diocese of Wagga Wagga
- Brett Henderson, Catholic Education Wilcannia-Forbes
- Matthew Smith, Catholic Education Wilcannia-Forbes
- Therese Campbell, Diocese of Wollongong
- Benjamin Woods, Diocese of Wollongong
- Mark Woolley, Diocese of Wollongong

Networks

Association of Catholic Special School Services (ACSSS) Network

The ACSSS Network met four times in 2025.

Focus

The ACSSS Network:

- shared experiences of enrolment and assessment process and guidelines specific to special-school settings
- collaborated on current issues surrounding specialist school settings such as staff retention and wellbeing
- focused on the implications for special-school settings of findings from the Royal Commission into Disability
- collaborated on the review of the Disability Standards for Education and feedback to the NSW Government

Membership

- Ann Larkins (chair), CSNSW
- David Johns, Dunlea Centre, Engadine
- Samantha Dennis, Dunlea Centre, Engadine
- Harry Fairhall, Dunlea Centre, Engadine
- Debbie Bestulic, Eileen O'Connor Catholic College Lewisham
- Lauren Tolhurst, Eileen O'Connor Catholic College Lewisham
- Michael Farrell, EREA Flexible Learning Centres
- Matthew Rattenbury, EREA Flexible Learning Centres
- John Card, EREA Flexible Learning Centres Pambula Beach
- Kelly Anderson, EREA Flexible Learning Centres St Laurence
- Kate Bowen, EREA Flexible Learning Centres St Mary's
- Michael Loudoun, EREA Flexible Learning Centres Wollongong
- Atesh Maharaj, EREA Flexible Learning Centres Wollongong
- Fiona Dignan, Eileen O'Connor Catholic College Lewisham
- Rachael Burgess, Eileen O'Connor Catholic College Lewisham
- James le Huray, John Berne School, Lewisham
- Jennifer Foldes, Mater Dei School, Camden
- Toni Sillis, Mater Dei School, Camden

- Katherine Zerounian, Redfern Jarjum College
- Rachel Jones, St Dominic's Catholic College Mayfield[BH1.1]
- Katie Philpott, St Dominic's Catholic College Mayfield
- Vanessa Dillon, St Edmund's College, Wahroonga
- Rebecca Kirwan, St Edmund's College, Wahroonga
- David Cook, St Gabriel's School, Castle Hill
- Kimberley Power, St Gabriel's School, Castle Hill
- David Raphael, St Lucy's School, Wahroonga
- Susan Jones, St Lucy's School, Wahroonga
- Catherine Goodwill, St Luke's Arrunga, Marsden Park
- Madalena Novella-Oxford, St Luke's Arrunga, Marsden Park

Child Protection Practitioners Network

The Child Protection Practitioners Network met four times in 2025.

Focus

The Child Protection Practitioners Network meets to collaborate on preventing harm and promoting child-safe practices in schools. This inter-diocesan network plays a key role in managing allegations of reportable conduct, assessing risk, and supporting schools in complying with the Child Safe Standards. It also works closely with the Office of the Children's Guardian, with a representative attending each meeting.

Membership

- Jennifer Coen (chair), CSNSW
- Stefan Sorenson, Armidale
- Leanne Woods, Armidale
- Anne Burke, Bathurst
- Lisa Thurston, Bathurst
- Melinda Rixon, Broken Bay
- Lachlan Ellis, Canberra & Goulburn
- Tom Isbester, Edmund Rice Education Australia NSW
- Vanessa Rendalls, Lismore
- Lisa Wollschlager, Maitland-Newcastle

- Tamaryn Dickens, Parramatta
- Mitch Huie, Parramatta
- Erin Morin, Parramatta
- Sandra Reynolds, Sydney
- Gloria Blacka, Wagga Wagga
- Virginia Pattison, Wagga Wagga
- Simone McCarthy, Wilcannia-Forbes
- Carmen Nash, Wilcannia-Forbes
- Margaret Chittick, Wollongong
- Beth Woodstone, Wollongong

Diocesan Disability Advisory Network

The Diocesan Disability Advisory Network met four times in 2025.

Focus

The Diocesan Disability Advisory Network:

- constituted a professional forum for sharing advice and information on state and federal disability policy
- collaborated on the roll-out of Phase 2 of the CSNSW Personalised Planning tool
- shared experiences on NCCD processes and implementation, including moderation and the non-government Census Post Enumeration audits
- guided dioceses through the 2025 NCCD collection with greater consistency and stability in data quality as well as an increase in teacher capacity and confidence to implement the 2025 NCCD Guidelines
- collaborated on the Disability Standards for Education review and feedback
- produced the CSNSW Complex Health Needs Guidelines
- shared diocesan policies, processes, and guidelines on NCCD, data collection, evidence storage, school support models and best practices around students with disability

Membership

- Ann Larkins (chair), CSNSW
- Lisa Hunt, Armidale
- Tracey Gunning, Bathurst
- Diana Scullard, Bathurst
- Cecile Patchell, Broken Bay

- Margaret Pollard, Canberra & Goulburn
- Christine Wanjura, Canberra & Goulburn
- Joanne Hall, Lismore
- Katrina Kemp, Maitland-Newcastle
- Janelle Christie, Parramatta
- Lisa Finnan, Parramatta
- Alma George, Parramatta
- Kerrie Adams, Sydney
- Karen Cahill, Sydney
- Jennie Quinn, Sydney
- Nicole Shepherd, Sydney
- Monica Cameron, Wagga Wagga
- Michelle Shaw, Wagga Wagga
- Shannon Kelly, Wilcannia-Forbes
- Kerryn Barnett, Wollongong
- Louise Brown, Wollongong
- Katie Carroll, Wollongong
- Rebecca Gibbs, Wollongong

Diocesan High Potential and Gifted Education Network

The High Potential and Gifted Network met four times in 2025.

Focus

The High Potential and Gifted Network:

- collaborated on the roll-out of the CSNSW position paper and HPGE Kit
- constituted a professional forum for sharing advice and information on supporting HPGE students
- shared experiences on implementing a series of new self-reflection resources
- collaborated on developing resources for the identification of HPGE students
- shared resources and research on identifying and providing adjustments for twice-exceptional (2e) students
- shared resources and knowledge on adjusting for Aboriginal and Torres Strait Islander students identified as HPGE
- shared best practice and evidence-based research on assessment practices for HPGE students

Membership

- Ann Larkins (chair), CSNSW
- Lisa Hunt, Armidale
- Caitlin Fahey, Bathurst
- Christine Wanjura, Canberra & Goulburn
- Cathie Blair, Lismore
- Caroline Donohoe, Maitland-Newcastle
- Maree Karaka, Maitland-Newcastle
- Lisa Finnan, Parramatta
- Alma George, Parramatta
- Penina Kiss, Parramatta
- Bernadette Bentley, Sydney
- Jennifer Edwards, Sydney
- Deb Hanrahan, Sydney
- Anita Stibbard, Wagga Wagga
- Shannon Kelly, Wilcannia-Forbes
- Helen Kizi, Wollongong
- Amanda Nascimento, Wollongong

A place for representation from Broken Bay was vacant.

CSNSW EAL/D Diocesan Working Party

The CSNSW EAL/D Diocesan Working Party met four times in 2025.

Focus

The CSNSW EAL/D Diocesan Working Party:

- contributed to the sector understanding of the mission of Catholic schools in educating and supporting EAL/D students
- collaborated with expert advice and networking between dioceses to promote best practice in the education and support of EAL/D students
- contributed to a forum for CSNSW to advise and inform dioceses on EAL/D education
- discussed implications of emerging trends and issues, and operational aspects of educating and supporting EAL/D students

Membership

- Ann Larkins (chair), CSNSW
- Sharon Cooke, CSNSW
- Monica O'Brien, CSNSW
- Mary Ryan, CSNSW
- Jessica Scully, Armidale
- Kristi Ryan, Bathurst
- Vicki Hagney, Bathurst
- Liz Calabria, Broken Bay
- Jo Giannin, Broken Bay
- Natalie Ingram, Broken Bay
- Sam Chrzczonowicz, Canberra & Goulburn
- Elissa Baker, Lismore
- Maree Adams, Maitland-Newcastle
- Manitha Badasie, Sydney
- Monica Cameron, Wagga Wagga
- Jacqui Galvin, Wagga Wagga
- Melissa Kupkee, Wilcannia-Forbes
- Crystal Ash, Wollongong
- Sharon Gilbert, Wollongong

A place for representation from Parramatta was vacant.

Early Years Network

The Early Years Network met twice in 2025.

Focus

- Education Regulation clause 10b
- preschools on non-government school sites programme
- transition to school programmes
- universal preschool

Membership

- Angela Cain (chair), CSNSW
- Elise Baird, Armidale
- Toni-Maree Charlton, Bathurst
- Rose-Marie van Raad, Bathurst
- Janaki Aiyer, Broken Bay
- Monique Beange, Broken Bay
- Liz Calabria, Broken Bay
- Michelle Parkes, Canberra & Goulburn
- Leah Taylor, Canberra & Goulburn
- Michelle Woodward, Canberra & Goulburn
- James Hay, Lismore
- Christy Ismay, Lismore
- Bridie Stanger, Maitland-Newcastle
- Nicole Baker, St Nicholas Early Education Diocese of Maitland-Newcastle
- Angie Freeman, St Nicholas Early Education Diocese of Maitland-Newcastle
- Jacinta Gillies, St Nicholas Early Education Diocese of Maitland-Newcastle
- Karen Kelly, Mater Dei School, Camden
- Lisa Crampton, Parramatta
- Adriana Fiori, Community Ventures Diocese of Parramatta
- Jo Tapley, Community Ventures Diocese of Parramatta
- Kim Moroney, Sydney
- Sara Hole, Sydney Catholic Early Childhood Services
- Franceyn O'Connor, Sydney Catholic Early Childhood Services
- Belinda Brereton, Wagga Wagga
- Megan Masterson, Wagga Wagga
- Melissa Kupkee, Wilcannia-Forbes
- Michelle Ferrara, Wollongong
- Kirsty Simmons, Wollongong
- Jo Treffone, Wollongong

Heads of School Counselling Network

The Heads of School Counselling Network met four times in 2025.

Focus

The Heads of School Counselling Network meets quarterly and is made up of senior mental health clinicians overseeing the delivery of school counselling services across the sector. This inter-diocesan network provides comprehensive mental health support in schools by offering assessments and short-term counselling, and by promoting evidence-based practices in child and adolescent mental health. It also works with external stakeholders to provide student support and reduce risk.

Membership

- Jennifer Coen (chair), CSNSW
- Ang Jones, Canberra & Goulburn
- Helen Morris, Oakhill College, Castle Hill (RI/MPJP)
- Carol Lane, CatholicCare Lewisham
- Kristen Penberthy, Lismore
- Vanessa Petersen, Maitland-Newcastle
- Mary Bryant, Monte Sant' Angelo Mercy College, North Sydney (RI/MPJP)
- Mitch Huie, Parramatta
- Zoe Sweeney, Parramatta
- Bianca Bennett, St Joseph's College, Hunters Hill (RI/MPJP)
- Wendy Howlett, Sydney
- Clare McMahon, Sydney
- Amber Thompson, CatholicCare Sydney
- Gloria Blacka, Wagga Wagga
- Georgie Blake, Wagga Wagga
- Nicole Jones, Wollongong
- Tina Acveska, CatholicCare Wollongong

Places for representation from Broken Bay and Bathurst were vacant.

Mawambul Network Group

The Mawambul Network Group met four times in 2025.

Focus

The Mawambul Network includes stakeholders from Aboriginal and Torres Strait Islander communities across NSW and complements the CSNSW Aboriginal and Torres Strait Islander Education Reference Group, ensuring additional breadth of stakeholders and depth of consultation.

Membership

- Sharon Cooke (chair), CSNSW
- Karen Tighe, Armidale
- Leanne Bovington, Bathurst
- Darlene Murdoch, Bathurst
- Lachie Everston, Canberra & Goulburn
- Doreen Flanders, Lismore
- Rebecca Tobby, Lismore
- Louise Campbell, Maitland-Newcastle
- Craig Duncan, Maitland-Newcastle
- Julie Waddell, Parramatta
- Jane Bridges, Sydney
- Mary Atkinson, Wagga Wagga
- Pauline Streckfuss, Wagga Wagga
- Merindah Wilson, Wilcannia-Forbes
- Karan Taylor, Wollongong

A place for representation from Broken Bay was vacant.

National Student Wellbeing Program Network

The National Student Wellbeing Program Network met twice in 2025.

Focus

The National Student Wellbeing Program is a Commonwealth-funded initiative that focuses on delivering services to support the pastoral care and wellbeing of students and the wider school community. Chaplains and wellbeing officers work with other school staff at a local level to develop and implement initiatives that address identified wellbeing needs.

Membership

- Nathan Smith (chair), CSNSW
- Damian Roff, Armidale
- Blair Windsor, Bathurst
- Joanne Giannini, Broken Bay
- Ang Jones, Canberra & Goulburn
- Karen Evans, Lismore
- Ryan Gato, Maitland-Newcastle
- Mark Compton, Parramatta
- Jim Clifford, Sydney
- Gloria Blacka, Wagga Wagga
- Brett Henderson, Wilcannia-Forbes
- Liam Nicholls, Wollongong

RI/MPJP Disability Leaders and Teachers Disability Network

The RI/MPJP Disability Leaders and Teachers Disability Network met four times in 2025.

Focus

The RI/MPJP Disability Leaders and Teachers Disability Network Group:

- constituted a professional forum for sharing advice and experiences, at a school level, on students with disability
- shared policy and procedures on enrolment, identification, assessment, and providing adjustments for students with disability
- shared experiences of collecting data and evidence on students in the NCCD for census and audits
- participated in Professional Learning around providing adjustments for students with speech and language disability and autism spectrum disorder
- contributed to a shared understanding of school based NCCD processes

Membership

- Ann Larkins (chair), CSNSW
- Helen Thomas, Brigidine College St Ives
- Margaret Hampton, Chevalier College, Burradoo
- Christina Cleaver, Christian Brothers Lewisham
- David Johns, Dunlea Centre, Engadine
- Renate Dunkerley, Edmund Rice College, West Wollongong
- Matthew Rattenbury, EREA Flexible Learning Centres Pambula Beach
- Michael Loudoun, EREA Flexible Learning Centres Wollongong
- Atesh Maharaj, EREA Flexible Learning Centres Wollongong
- Dianne Klumpp, Holy Saviour School, Greenacre
- Jessamy Hanna, Holy Saviour School, Greenacre
- James le Huray, John Berne School, Lewisham
- Stephanie Kuldán, Kincoppal-Rose Bay
- Nicole Winkler, Kincoppal-Rose Bay
- Julie Dewis, Loreto Kirribilli
- Lucie Reynolds, Loreto Kirribilli
- Ann Marie Duncan, Loreto Normanhurst
- Catherine Matthews, Maronite College of the Holy Family, Harris Park
- Jenny Foldes, Mater Dei School, Camden
- Toni Sillis, Mater Dei School, Camden
- Jennifer Twine, Mater Dei School, Camden
- Lynette Butler, Mount Saint Benedict College, Pennant Hills
- Michael Calvi, Monte Sant' Angelo Mercy College, North Sydney
- Louise Johnston, Oakhill College, Castle Hill
- Tanya Brangwin, OLMC Parramatta
- Monica Searle, OLMC Parramatta
- Karen Umbers, Red Bend Catholic College Forbes
- Katherine Zerounian, Redfern Jarjum College
- Jacqueline Mastroianni, Rosebank College, Five Dock
- Dominic Wan, Rosebank College, Five Dock
- Jo McKeown, Santa Sabina College, Strathfield

- Jacqueline Pugh, Santa Sabina College, Strathfield
- Nina Radice, St Aloysius' College, Milsons Point
- Mona Mansour, St Charbel's College, Punchbowl
- Christiane Serrano, St Charbel's College, Punchbowl
- Sean Brannan, St Edmund's College, Wahroonga
- Rebecca Kirwan, St Edmund's College, Wahroonga
- Judith North, St Edmund's College, Wahroonga
- Katie Neilly, St Edward's College East Gosford
- Kim Hopkinson, St Gabriel's School, Castle Hill
- Kristy Scott, St Gregory's College Campbelltown (junior campus)
- Leisa Grant, St Gregory's College Campbelltown (senior campus)
- Eryn Lonergan, St Gregory's College Campbelltown (senior campus)
- Michelle Teys, St Joseph's College Hunter's Hill
- Susan Jones, St Lucy's School, Wahroonga
- David Raphael, St Lucy's School, Wahroonga
- Katherine Mavromatis, Saint Maroun's College, Marrickville
- Therese Creswick, St Mary's Wollongong
- Monica Everatt, St Mary's Wollongong
- Jacqueline Benney, St Patrick's Campbelltown
- Amanda Metua, St Patrick's Strathfield
- Sarah Tatola, St Patrick's Strathfield (senior school)
- Annabel Gunns, St Pius X College Chatswood
- Melissa McInnes, St Scholastica's College, Glebe
- Bill Roberts, St Scholastica's College, Glebe
- Jacqueline Hunt, St Stanislaus' College Bathurst
- Mary Cartmer, St Vincent's College Potts Point
- Cath Douglas, Stella Maris College Manly
- Toni Ivers, Trinity College Lismore
- David Parnell, Waverley College
- Roisin Quinn, Waverley College

RI/MPJP High Potential and Gifted Roundtable

The RI/MPJP High Potential and Gifted Roundtable met four times in 2025.

Focus

- shared best practice and evidence-based research on assessment practices for HPGE students
- constituted a professional forum for sharing advice and information on supporting HPGE students
- collaborated and shared resources and research on providing adjustments for HPGE

Membership

- Ann Larkins (chair), CSNSW
- Emma Shumack, Edmund Rice College Wollongong
- Rachael Bryant, Holy Saviour School, Greenacre
- Jessamy Hanna, Holy Saviour School, Greenacre
- Peta O'Neill, Loreto Kirribilli
- Desilee Tait, Loreto Kirribilli
- Catherine Mulvenna, Monte Sant' Angelo Mercy College, North Sydney
- Mo Bremmer, Our Lady of Mercy College Parramatta
- Karen Umbers, Red Bend Catholic College Forbes
- Cheryl McArthur, Rosebank College, Five Dock
- Peta-Jane Del Favero, St Charbel's College, Punchbowl
- Adriana Mucea, St Charbel's College, Punchbowl
- Christiane Serrano, St Charbel's College, Punchbowl
- Danielle Lister, St Dominic's College, Kingswood
- Lauren Armbruster, St Gregory's College, Campbelltown
- Leisa Grant, St Gregory's College, Campbelltown
- Elise Battin, St Mary Star of the Sea College, Wollongong
- Christine Lahood, St Patrick's College Campbelltown
- Dianne Quarmby, St Scholastica's College, Glebe
- Cath Douglas, Stella Maris College Manly
- Helen Barrie, Waverley College

Road Safety Network

The Road Safety Network met four times in 2025.

Focus

The network is dedicated to delivering the Road Safety Education Program to help reduce traffic accidents involving children and young people. Funded by Transport for NSW, the network collaborates on effective ways to integrate the programme into student wellbeing initiatives and the NSW syllabus for Personal Development, Health, and Physical Education, ensuring students receive essential road safety education.

Membership

- Jennifer Coen (chair), CSNSW
- Steve Maguire, Bathurst
- Natalie Ingram, Broken Bay
- Sherree Bush, Canberra & Goulburn
- Karen Evans, Lismore
- Bernadette Duggan, Newcastle
- Beth Lincoln, Parramatta
- Andrew Sortwell, Sydney
- Anthony Hood, Wagga Wagga
- Brett Henderson, Wilcannia-Forbes
- Kath Collins, Wollongong

Student Attendance Network

The Student Attendance Network met four times in 2025.

Focus

The network focuses on compulsory school attendance and practical matters related to monitoring and recording it, as well as following up on absences. Examples include the use of school attendance register codes, applications for exemptions from attendance and enrolment, compulsory schooling orders, school conferencing, and Children's Court matters.

Membership

- Nathan Smith (chair), CSNSW
- Lisa Little, CSNSW
- Leah Jones, Armidale
- John O'Connor, Armidale
- Megan Yeo, Bathurst
- Talin Ekmekjian, Broken Bay
- Joanne Giannini, Broken Bay
- Melinda Hall-O'Brien, Canberra & Goulburn
- Andrew Madden, Lismore
- Melanie Franciscus, Parramatta
- Luke Job, Maitland-Newcastle
- Catherine Munro, Parramatta
- Roy Singh, Parramatta
- Michele Walters, Sydney
- Monica Cameron, Wagga Wagga
- Rosemary Clarke, Wagga Wagga
- Brett Henderson, Wilcannia-Forbes
- Simone McCarthy, Wilcannia-Forbes
- Carmen Nash, Wilcannia-Forbes
- Louise Brown, Wollongong
- Samantha McGarrity, Wollongong
- Sandra Michielin, Wollongong
- Stacey Walsh, Wollongong

Online Curriculum Assessment Working Group

The Online Curriculum Assessment Working Group met monthly during 2025.

Focus

Following the completion of the Literacy and Numeracy Action Plan in 2022, CSNSW established a working group to enable the sector's continued opt-in access to online assessments developed by the NSW Department of Education.

As well as providing specific local curriculum advice on formative assessment, the group is responsible for:

- developing assessment resources available to the sector to aid in curriculum delivery
- supporting the operational roll-out of opt-in assessments and the interrogation and analysis of results data to inform targeted teaching and learning

Amid rapid curriculum reform, CSNSW expects demand for these assessments to increase across the sector as schools continue to implement revised syllabuses.

Membership

- Karen Ferrante (chair), CSNSW
- Elise Baird, Catholic Schools Office, Diocese of Armidale
- Claire Ryan, Catholic Schools Office, Diocese of Armidale
- Pauline Walkom, Catholic Education, Diocese of Bathurst
- Natalie Ingram, Catholic Schools Broken Bay
- Jessica Colleu Terradas, Catholic Education Archdiocese of Canberra & Goulburn
- Patrick Ellis, Catholic Education Archdiocese of Canberra & Goulburn
- Chris Higgins, Catholic Education Archdiocese of Canberra & Goulburn
- Mary Hunt, Diocese of Lismore Catholic Schools
- Ali O'Donnell, Diocese of Lismore Catholic Schools
- Alicia Dibben, Catholic Schools Office, Diocese of Maitland-Newcastle
- Paul Develin, Catholic Schools Parramatta Diocese
- Attila Lendvai, Catholic Schools Parramatta Diocese
- Kim Moroney, Sydney Catholic Schools
- Matt Wells, Sydney Catholic Schools
- Fiona Hillier, Catholic Education Diocese of Wagga Wagga
- Penny Ludicke, Catholic Education Diocese of Wagga Wagga
- Tara McCarthy, Catholic Education Diocese of Wagga Wagga
- Donna Brouff, Catholic Education Wilcannia-Forbes
- Genevieve Cook, Catholic Education Diocese of Wollongong

Advisory groups

Teacher Accreditation Advisory Group

The Teacher Accreditation Advisory Group (TAAG) met with NESA four times in 2025 and continues to be an important voice in teacher accreditation and Professional Learning. The group frequently meets out of session to respond to policy changes in teacher accreditation.

Focus

Members of the TAAG:

- consulted with NESA on conditional accreditation and proposed changes to the TA Manual
- gave feedback to NESA on Highly Accomplished Lead Teacher policy implementation
- shared strategies and resources developed in each DSS as a response to the ongoing changes in teacher accreditation
- provided an important network of support to staff engaged in teacher accreditation work at all levels (highly accomplished, lead, proficient teacher, provisional and conditional), including sharing resources and expertise

Membership

- Mary Ryan (chair), CSNSW
- Amanda Scott, Armidale
- Amelia Woolaston, Armidale
- Damien Carlton, Bathurst
- Suzanne Dickson, Bathurst
- Natalie Cooper, Broken Bay
- Brenton Gurney, Broken Bay
- Margaret Pollard, Canberra & Goulburn
- Leisa Fisher, Lismore
- Michele McDonald, Lismore
- Narelle Cross, Maitland-Newcastle
- Jane Scahill, Maitland-Newcastle
- Leanne Farhat, Parramatta
- Peter Regan, Parramatta
- Caroline Messer, Sydney
- Angie Cooper, Wagga Wagga
- Karen Gardner, Wagga Wagga
- Simone McCarthy, Wilcannia-Forbes
- Robyn Fletcher, Wollongong
- Karen Richards, Wollongong

Teacher Development Network

The Teacher Development Network (TDN) met four times in 2025.

Focus

Members of the TDN:

- gave regular feedback to the Australian Institute for Teaching and School Leadership (AITSL) on matters affecting teacher development, including seeking feedback on their review
- finalised and launched middle leadership modules, as an outcome of the previous year's attention to the current research into middle leadership and in response to the AITSL's Middle Leader Standards

Representatives of the TDN attend the AITSL Professional Growth Network three times a year to contribute to the national conversation.

Membership

- Mary Ryan (chair), CSNSW
- Nicole Anderson, Armidale
- Amelia Woolaston, Armidale
- Damien Carlton, Bathurst
- Suzanne Dickson, Bathurst
- Brenton Gurney, Broken Bay
- Maria O'Donnell, Canberra & Goulburn
- Leisa Fisher, Lismore
- Michele McDonald, Lismore
- John McKay, Lismore
- Narelle Cross, Maitland-Newcastle
- Jane Scahill, Maitland-Newcastle
- Leanne Farhat, Parramatta
- Elizabeth Devlin, Parramatta
- Peter Regan, Parramatta
- Caroline Messer, Sydney
- Angie Cooper, Wagga Wagga
- Nick Baird, Wilcannia-Forbes
- Robyn Fletcher, Wollongong

Transition and Pathways Inter-Diocesan Advisory Group

The Transition and Pathways Inter-Diocesan Advisory Group met four times in 2025.

Focus

This group works collaboratively to bridge the worlds of work and Catholic education, aligning with the vision of CSNSW to advance God's Mission through leadership and service. The group informs and supports diocesan strategies to give students equitable and holistic career development opportunities at all stages of learning and for life beyond school. This work is grounded in Gospel values and the principles of service, accountability, integrity, and collegiality, ensuring career development is inclusive and focused on the future.

Membership

- Nicole Grubb (chair), Catholic Education Diocese of Wollongong
- Mary-Clare Turnbull, CSNSW
- Lilly Moar, Catholic Schools Office, Diocese of Armidale
- Caroline Wilson, Catholic Education, Diocese of Bathurst
- Phil Cox, Catholic Schools Broken Bay
- Karen Ruppert, Catholic Education Archdiocese of Canberra & Goulburn
- Sue Watts, Diocese of Lismore Catholic Schools
- Kylie Peattie, Catholic Schools Office, Diocese of Maitland-Newcastle
- John Gildea, Catholic Schools Parramatta Diocese
- Georgina Vega, Catholic Schools Parramatta Diocese
- Rebecca Britten, Sydney Catholic Schools
- Vanessa Jennings, Catholic Education Diocese of Wagga Wagga

VET Advisory Group

The VET Advisory Group (VEAG) met four times in 2025.

Focus

The VEAG complements the VET Reference Group by providing on-the-ground operational and technical advice on matters pertinent to the nine diocesan RTOs. As well as supporting those RTOs, the VEAG helps ensure they comply with ASQA regulatory requirements. While CSNSW facilitates VEAG meetings, the agenda and actions of the VEAG are largely driven by its diocesan members.

Membership

- Josie Busby (chair), Catholic Schools Broken Bay
- Mary-Clare Turnbull, CSNSW
- Stephen Mitchell, Catholic Education Diocese of Bathurst
- Karen Ruppert, Catholic Education Archdiocese of Canberra & Goulburn
- Sue Watts, Diocese of Lismore Catholic Schools
- Geraldine Blake, Catholic Schools Office, Diocese of Maitland-Newcastle
- John Wills, Catholic Schools Parramatta Diocese
- Irene Pereira, Sydney Catholic Schools
- Vanessa Jennings, Catholic Education Diocese of Wagga Wagga
- Christina Desmond, Catholic Education Diocese of Wollongong

Appendix B: 2025 Financial Report and Independent Auditor's Report

CATHOLIC SCHOOLS NSW LIMITED AND ITS CONTROLLED ENTITY
ACN 619 593 369

FINANCIAL REPORT
FOR THE YEAR ENDED 31 DECEMBER 2025

The financial report was authorised for issue by the Directors on 11 June 2026. The Directors have the power to amend and reissue the financial report.

CATHOLIC SCHOOLS NSW LIMITED AND ITS CONTROLLED ENTITY
ACN 619 593 639

STATEMENTS OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	Consolidated 2025 \$	Consolidated 2024 \$	Parent 2025 \$	Parent 2024 \$
Revenue from continuing operations	2	42,863,418	38,716,009	41,757,119	37,759,497
Employee benefits expense		(16,843,595)	(15,792,636)	(15,845,151)	(15,390,395)
Depreciation and amortisation expense		(1,636,119)	(1,705,265)	(1,635,872)	(1,701,938)
Finance charges - property lease		(643,185)	(688,784)	(643,185)	(688,784)
Projects and grant costs		(5,896,184)	(6,404,705)	(5,877,547)	(6,395,313)
Travel expense		(1,113,688)	(1,042,655)	(1,110,152)	(1,006,717)
Information technology expense		(1,968,176)	(3,217,713)	(1,945,638)	(3,195,052)
Administration expense		<u>(11,443,233)</u>	<u>(11,213,802)</u>	<u>(11,292,667)</u>	<u>(11,032,638)</u>
Surplus/(Deficit) for the year from continuing operations		3,319,238	(1,349,553)	3,406,907	(1,651,340)
Other comprehensive income		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total comprehensive income/(deficit) for the year		<u>3,319,238</u>	<u>(1,349,553)</u>	<u>3,406,907</u>	<u>(1,651,340)</u>

This Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

CATHOLIC SCHOOLS NSW LIMITED AND ITS CONTROLLED ENTITY
ACN 619 593 639

STATEMENTS OF FINANCIAL POSITION
AT 31 DECEMBER 2025

	Note	Consolidated 2025 \$	Consolidated 2024 \$	Parent 2025 \$	Parent 2024 \$
CURRENT ASSETS					
Cash and cash equivalents	4	43,094,277	2,612,151	42,050,533	1,507,867
Trade and other receivables	5	1,397,974	1,732,463	1,623,867	1,759,623
Other financial assets	6	317,942,559	292,372,304	317,942,559	292,372,304
Other assets	7	5,514,446	5,459,421	5,507,944	5,449,039
Total current assets		<u>367,949,256</u>	<u>302,176,339</u>	<u>367,124,903</u>	<u>301,088,833</u>
NON-CURRENT ASSETS					
Property, plant & equipment and intangible assets	8	415,136	394,236	414,992	393,845
Right-of-use assets	9	11,123,012	12,589,783	11,123,012	12,589,783
Total non-current assets		<u>11,538,148</u>	<u>12,984,019</u>	<u>11,538,004</u>	<u>12,983,628</u>
Total assets		<u>379,487,404</u>	<u>315,160,358</u>	<u>378,662,907</u>	<u>314,072,461</u>
CURRENT LIABILITIES					
Trade and other payables	10	344,481,444	281,814,351	344,491,068	281,683,508
Employee entitlements	11	1,315,906	2,656,691	1,315,906	2,636,987
Lease liabilities	12	1,110,348	977,090	1,110,348	977,090
Total current liabilities		<u>346,907,698</u>	<u>285,448,132</u>	<u>346,917,322</u>	<u>285,297,585</u>
NON-CURRENT LIABILITIES					
Employee entitlements	11	1,981,489	1,322,899	1,981,489	1,307,339
Lease liabilities	12	11,397,034	12,507,382	11,397,034	12,507,382
Leasehold make-good provision		50,400	50,400	50,400	50,400
Total non-current liabilities		<u>13,428,923</u>	<u>13,880,681</u>	<u>13,428,923</u>	<u>13,865,121</u>
Total liabilities		<u>360,336,621</u>	<u>299,328,813</u>	<u>360,346,245</u>	<u>299,162,706</u>
Net assets		<u>19,150,783</u>	<u>15,831,545</u>	<u>18,316,662</u>	<u>14,909,755</u>
EQUITY					
Retained surplus	13	11,364,940	8,311,329	10,530,827	7,389,547
Reserves	14	7,785,843	7,520,216	7,785,835	7,520,208
Total equity		<u>19,150,783</u>	<u>15,831,545</u>	<u>18,316,662</u>	<u>14,909,755</u>

This Statement of Financial Position should be read in conjunction with the accompanying notes.

STATEMENTS OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2025

<i>Consolidated</i>	Retained surplus \$	General reserve \$	Strategic initiatives reserve \$	Total equity \$
As at 31 December 2023	7,046,732	4,700,000	5,434,368	17,181,098
Total comprehensive deficit for the year	(1,349,553)	-	-	(1,349,553)
Transferred from retained surplus to reserves (note 1 (m))	(500,000)	-	500,000	-
Reserves utilised for strategic projects	3,114,150	-	(3,114,150)	-
As at 31 December 2024	8,311,329	4,700,000	2,820,216	15,831,545
Total comprehensive surplus for the year	3,319,238	-	-	3,319,238
Reserves utilised for strategic projects during the year	1,234,373	-	(1,234,373)	-
Transferred from retained surplus to reserves (note 1 (m))	(1,500,000)	-	1,500,000	-
Transfer from Strategic Initiatives Reserve to General Reserve	-	300,000	(300,000)	-
As at 31 December 2025	11,364,940	5,000,000	2,785,843	19,150,783
 <i>Parent</i>	 Retained surplus \$	 General reserve \$	 Strategic initiatives reserve \$	 Total equity \$
As at 31 December 2023	6,426,737	4,700,000	5,434,358	16,561,095
Total comprehensive deficit for the year	(1,651,340)	-	-	(1,651,340)
Transferred from retained surplus to reserves (note 1 (m))	(500,000)	-	500,000	-
Reserves utilised on strategic projects	3,114,150	-	(3,114,150)	-
As at 31 December 2024	7,389,547	4,700,000	2,820,208	14,909,755
Total comprehensive surplus for the year	3,406,907	-	-	3,406,907
Reserves utilised on strategic projects during the year	1,234,373	-	(1,234,373)	-
Transferred from retained surplus to reserves (note 1 (m))	(1,500,000)	-	1,500,000	-
Transfer from Strategic Initiatives Reserve to General Reserve	-	300,000	(300,000)	-
As at 31 December 2025	10,530,827	5,000,000	2,785,835	18,316,662

This Statement of Changes in Equity should be read in conjunction with the accompanying notes.

STATEMENTS OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2025

Note	Consolidated 2025 \$	Consolidated 2024 \$	Parent 2025 \$	Parent 2024 \$
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts from customers (inclusive of goods and services tax)	42,012,806	37,878,764	40,765,467	36,519,653
Payments to suppliers and employees (inclusive of goods and services tax)	(39,389,969)	(41,925,519)	(38,316,762)	(40,499,348)
	<u>2,622,837</u>	<u>(4,046,755)</u>	<u>2,448,705</u>	<u>(3,979,695)</u>
Net interest received (paid)	4,928,238	2,061,937	4,919,301	2,056,059
Other revenue	461,985	830,403	475,202	886,175
Interest paid on lease liabilities	(643,185)	(688,784)	(643,185)	(688,784)
	<u>7,369,875</u>	<u>(1,843,199)</u>	<u>7,200,023</u>	<u>(1,746,245)</u>
CASH FLOWS FROM INVESTING ACTIVITIES				
Payments for property, plant & equipment and intangible assets	(251,992)	(140,534)	(251,992)	(140,534)
Proceeds from sale of property, plant & equipment	50,577	62,636	50,577	62,636
Net cash inflow (outflow) paid to related entities	339,258	36,621	569,650	(106,019)
Net cash inflow (outflow) attributable to Government programs	<u>59,521,753</u>	<u>(41,888,678)</u>	<u>59,521,753</u>	<u>(41,888,678)</u>
	<u>59,659,596</u>	<u>(41,929,955)</u>	<u>59,889,988</u>	<u>(42,072,595)</u>
CASH FLOWS FROM FINANCING ACTIVITIES				
Repayment of lease liabilities	(977,090)	(853,164)	(977,090)	(853,164)
	<u>(977,090)</u>	<u>(853,164)</u>	<u>(977,090)</u>	<u>(853,164)</u>
Net cash (outflow) from financing activities	<u>(977,090)</u>	<u>(853,164)</u>	<u>(977,090)</u>	<u>(853,164)</u>
Net increase/(decrease) in cash and cash equivalents	<u>66,052,381</u>	<u>(44,626,318)</u>	<u>66,112,921</u>	<u>(44,672,004)</u>
Cash and cash equivalents at the beginning of the year	<u>294,984,455</u>	<u>339,610,773</u>	<u>293,880,171</u>	<u>338,552,175</u>
Cash and cash equivalents at the end of the year	<u>4</u> <u>361,036,836</u>	<u>294,984,455</u>	<u>359,993,092</u>	<u>293,880,171</u>

This Statement of Cash Flows should be read in conjunction with the accompanying notes.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

1. SUMMARY OF MATERIAL ACCOUNTING POLICIES

Catholic Schools NSW Limited ("CSNSW") is a not for profit company limited by guarantee incorporated and domiciled in Australia. CSNSW is the representative body for all NSW Catholic schools with the Australian and NSW Governments and their agencies. The address of the registered office is Level 7, Angel Place, 123 Pitt Street, Sydney, New South Wales 2000. The financial report includes separate financial statements for Catholic Schools NSW Ltd ("CSNSW", "the company" or "parent entity") as an individual entity and the consolidated entity consisting of Catholic Schools NSW Ltd and its subsidiary ("the group" or "the consolidated entity"). The company and consolidated entity are not for profit entities under Australian Accounting Standards.

The material accounting policies adopted in the preparation of CSNSW and its subsidiary's financial statements are set out below.

(a) Basis of preparation

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards - Simplified Disclosure Requirements, interpretations issued by the Australian Accounting Standards Board (AASB), and the *Australian Charities and Not-for-profits Commission Act 2012* ("the ACNC Act").

The financial statements are presented in Australian currency.

(i) Historical cost convention

These financial statements have been prepared under the historical cost convention.

(b) Principles of consolidation

The consolidated financial statements incorporate the assets and liabilities of the entity controlled by Catholic Schools NSW Ltd as at 31 December 2025, being Catholic Employment Relations Ltd ("CERL"), and the results of CERL for the year then ended. The group controls an entity when it is exposed, or has rights, to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The effects of all transactions between entities in the consolidated entity are eliminated.

(c) Transactions as trustee

CSNSW is the approved authority for funding for the NSW Catholic Schools system as well as the Catholic Block Grant Authority and representative body for all New South Wales Catholic schools with the Australian and NSW Governments and their agencies. CSNSW receives and distributes funds allocated under Government financed education programs with state-wide application, co-ordinates the administration of these programs, and meets appropriate accountability requirements on a system basis.

These financial statements reflect that CSNSW administers certain Government funds in a trustee capacity. Other than disclosed at note 1(i)(iv), the statement of comprehensive income and cash flows from operating activities do not include the financial effect of any funds received or disbursed in trust under Government grants except to the extent that CSNSW receives administration fees and retains interest earned (shown as operating revenue) for management of the grants and Government funding, and the Government grant received by CSNSW in relation to the Non-Government Reform Support Fund. Refer to Note 1(o).

The funds administered by CSNSW on behalf of the Australian and NSW Governments are disclosed in Note 16 to the financial report.

(d) Property, plant & equipment

Property, plant & equipment is stated at cost less accumulated depreciation and impairment losses. For leasehold improvements, cost includes an estimate of any costs to dismantle and remove the asset at the end of the lease.

Depreciation is calculated on a straight-line basis to write off the net cost of property, plant and equipment over its expected useful life to the consolidated entity. Estimates of useful lives are made on a regular basis for all assets.

The depreciation rates are:

Leasehold improvements	10% - 30%
Office furniture & equipment	20% - 40%
Motor vehicles	12.5%
Leasehold make-good asset	20%

(e) Software capitalisation

Software, including website costs, are stated at cost less accumulated amortisation and impairment losses.

Amortisation of software is charged to expenses on a straight-line basis over their estimated useful lives, from the date they are available for use, that is, when it is in the location and condition necessary for it to be capable of operating in the manner intended by management.

The estimated useful life for software is 5 years.

1. SUMMARY OF MATERIAL ACCOUNTING POLICIES (cont'd)

(f) Right-of-use assets and lease liabilities

The consolidated entity determines if an arrangement is a lease at inception. For any new contracts entered into on or after 1 January 2019, the consolidated entity considers whether a contract is, or contains a lease.

Right-of-use assets

At lease commencement date, the consolidated entity recognises a right-of-use asset and a lease liability on the statement of financial position. The right-of-use asset is measured at cost, which is made up of the initial measurement of the lease liability, any initial direct costs incurred by the organisation, and any lease payments made in advance of the lease commencement date (net of any incentives received). The consolidated entity depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The consolidated entity also assesses the right-of-use asset for impairment when such indicators exist.

The consolidated entity has elected not to recognise a right-of-use asset and corresponding lease liability for short-term leases with terms of 12 months or less and leases of low-value assets. Lease payments on these assets are expensed to surplus or loss as incurred.

Lease liabilities

At the commencement date, the consolidated entity measures the lease liability at the present value of the lease payments unpaid at that date, discounted using the interest rate implicit in the lease if that rate is readily available or the consolidated entity's incremental borrowing rate. Lease payments included in the measurement of the lease liability are made up of fixed payments (including in substance fixed), variable payments based on an index or rate, amounts expected to be payable under a residual value guarantee and payments arising from options reasonably certain to be exercised. Variable lease payments not dependent on an index or a rate, are expensed as incurred and are not included within the right-of-use asset and lease liability calculation. Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes in in-substance fixed payments. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or surplus and loss if the right-of-use asset is already reduced to zero.

(g) Contract liabilities

Contract liabilities represent the consolidated entity's obligation to transfer services to a customer and are recognised when a customer pays consideration, or when the consolidated entity recognises a receivable to reflect its unconditional right to consideration (whichever is earlier), before the consolidated entity has transferred the services to the customer.

(h) Employee leave entitlements

The amounts expected to be paid to employees for their entitlement to annual leave and long service leave within the next twelve months are provided for at current pay rates and disclosed as current liabilities.

A liability for long service leave is recognised, and is measured as the present value of expected future payments to be made in respect of services provided by employees up to balance date. In assessing expected future payments the consolidated entity has based the provision on remuneration rates current for all employees with one or more years of service. This method provides an estimate of the liability that is not materially different from the estimate that would be made by using a present value basis of measurement. Related on-costs have also been included in the liability.

The consolidated entity has not made a provision for non-vesting sick leave as the Directors believe it is not probable that payment will be required.

(i) Trade and other receivables

Trade receivables are initially recognised at fair value, less any allowance for expected credit losses. Trade receivables are generally due for settlement within 30 days. Collectability of trade receivables is reviewed on an ongoing basis. Debts which are known to be uncollectable are written off by reducing the carrying amount directly. The consolidated entity has applied the simplified approach to measuring expected credit losses, which uses a lifetime expected loss allowance.

(j) Cash and cash equivalents

For purposes of the statement of cash flows, cash and cash equivalents include deposits at call and bank term deposits which are readily convertible to cash and subject to an insignificant risk of changes in value.

(k) Income tax

CSNSW and its subsidiary has an endorsement as an income exempt charitable entity and as such incurs no liability to pay income tax.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

1. SUMMARY OF MATERIAL ACCOUNTING POLICIES (cont'd)

(i) Revenue recognition

i) Levies received

Revenue is received from levies charged to schools and other entities on an annual basis. Levies charged are recognised during the year to which they relate.

ii) Administration costs recovered

Administration costs are charged by CSNSW to the various programs that CSNSW manages, and are recognised uniformly throughout the year in which the administration services performed by CSNSW have been rendered.

iii) Interest received

Interest is recognised as it accrues on a daily basis.

iv) Government funding received (including grants)

On occasions where CSNSW provides services in relation to Government funds received, revenue generated for specific programs is recognised only to the extent of work completed on the programs, when the funding is for a specific purpose and is enforceable (i.e. needs to be repaid if grant monies not spent in accordance with the respective agreement).

If there is no specific purpose or the funding agreement is not enforceable, grant funding is recognised on receipt.

v) Conferences, seminars and training

Revenue relating to conferences, seminars and training is recognised in the year in which the conference, seminar or training is delivered.

vi) Sports affiliation fee

The sports affiliation fee is charged to schools and other entities on an annual basis. Sports affiliation fees are recognised during the year to which they relate.

vii) Uniform sales and rebates

Revenue from uniforms and rebates is recognised on transfer of the goods to a third party.

viii) Donations and sponsorship income

Donations and sponsorship income is recognised as revenue when received as these do not include enforceable rights and obligations or 'sufficiently specific' performance obligations that the Company must satisfy.

ix) Trial exams paper sales

Revenue from trial examination paper sales is recognised on transfer of the papers to a third party.

x) Trial exams copyright income

Trial exams copyright income is recognised when a customer has a contractual right to access CSSA's intellectual property as it exists throughout the licence period or has a right to use CSSA's intellectual property as it exists at the point in time at which the licence is granted.

xi) Consultancy income - CERL

Revenue is recognised when the associated service has been performed. Any revenue billed in advance where the service has not yet been performed and relates to the next financial year is treated as contract liabilities within trade and other payables.

xii) Levies from the Dioceses - CERL

The levies from the Dioceses are recognised in the year to which the levies relate. Any levies received which relate to the next financial year are treated as contract liabilities within trade and other payables (note 10).

xiii) Membership fees - Catholic Employment Relations Limited

Membership fees are recognised in the year to which the fees relate. Any fees received which relate to the next financial year are treated as contract liabilities within trade and other liabilities.

xiv) Related party service fees

Revenue is recognised as the services are performed to the respective entity, usually on a straight line basis throughout the year.

xv) Legal services income - CERL

Legal services income is recognised when the associated service has been performed. Any revenue billed in advance where the service has not yet been performed and relates to the next financial year is treated as contract liabilities within trade and other payables (note 10).

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

1. SUMMARY OF MATERIAL ACCOUNTING POLICIES (cont'd)

(m) Reserves

The General Reserve and the Strategic Initiatives Reserve are deemed part of the funds designated to mitigate operating risk and for strategic initiatives or project use, without restricting or committing the funds formally. Such designations may be cancelled or amended if it is decided not to proceed or continue with the strategic initiatives, projects or use for which the reserves were originally designated.

The Staffing and Human Resources Reserve is deemed part of the funds designated to mitigate operating risk, without restricting or committing the funds formally. Such designations may be cancelled or amended if it is decided not to proceed or continue with the use for which the reserves were originally designated.

(n) Critical accounting estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates. Assumptions have been used by CSNSW in determining an estimate for the provision for make-good for leased premises.

Other than the above and estimating useful lives for the purpose of calculating depreciation/amortisation of property, plant & equipment and intangible assets, and the judgement used in assessing the allowance for expected credit losses, there are no other areas involving a high degree of judgement or complexity, or other areas where assumptions and estimates are significant to the financial statements.

(o) Economic Dependency

CSNSW and the consolidated entity are dependent on the ongoing receipt of financial assistance from the Commonwealth and NSW State Governments to continue delivering on its recurrent, educational and capital programs. During the year ended 31 December 2025, \$33,760,903 (2024 - \$29,081,272) revenue from operating activities was received from Government programs. Revenue received from Government programs comprised approximately 81% (2024- 77%) and 79% (2024: 75%) of CSNSW's and the consolidated entity's revenue from operating activities respectively. CSNSW and the consolidated entity have no reason to believe that the Commonwealth and NSW State Governments will not continue to support CSNSW's and the consolidated entity's recurrent, educational and capital programs.

(p) New accounting standards and interpretations

The consolidated entity has adopted all of the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ("AASB") that are mandatory for the current reporting period.

The adoption of these Accounting Standards and Interpretations did not have any significant impact on the financial performance or position of CSNSW or the consolidated entity.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	Consolidated 2025 \$	Consolidated 2024 \$	Parent 2025 \$	Parent 2024 \$
2. REVENUE FROM CONTINUING OPERATIONS					
Government revenue including grants	2(a)	33,760,903	29,081,272	33,760,903	29,081,272
Trial exam paper sales		1,945,638	1,719,547	1,945,638	1,719,547
Trial exam copyright income		104,108	91,890	104,108	91,890
Levies received		2,779,474	2,517,937	1,669,474	1,608,437
Interest received (see below)		3,082,908	3,115,392	3,073,970	3,109,514
Conferences, seminars and training		500,284	948,513	499,705	871,607
Sports affiliation fee		115,293	108,856	115,293	106,856
Uniform sales and rebates		112,588	220,906	112,588	220,906
Grants, donations and sponsorships		238	81,293	238	81,293
Related party service fee received:					
National Catholic Education Commission		81,707	81,251	81,707	81,251
Catholic Employment Relations Limited		-	-	96,218	99,482
Council of Catholic School Parents		19,845	25,907	19,845	25,907
Other revenue		360,433	723,245	277,432	659,536
Revenue from Continuing Operations		42,863,418	38,716,009	41,757,119	37,759,497
CSNSW received total interest of \$21,530,248 (2024 - \$22,409,265) of which \$18,447,340 (2024 - \$19,293,715) was applicable to funds held on behalf of Government programs, \$Nil (2024 - \$158) related to funds held on behalf of the Council of Catholic School Parents and \$3,082,908 (2024 - \$3,115,392) was applicable to CSNSW's own funds.					
(a) Government revenue (including grants)					
Commonwealth Government					
Department of Education, Skills and Employment					
Grants - Non-Government Reform Support Fund		812,363	1,276,680	812,363	1,276,680
Program administration charges recovered	2(b)	29,193,589	24,764,008	29,193,589	24,764,008
Program administration interest recovered		48,607	93,500	48,607	93,500
Total Commonwealth Government revenue		30,054,559	26,134,188	30,054,559	26,134,188
State Government					
NSW Department of Education					
Grants - State-wide Capital Planning		26,721	338,240	26,721	338,240
Countering Violent Terrorism		930,160	813,256	930,160	813,256
Administration charges recovered	2(c)	2,397,250	367,665	2,397,250	367,665
Administration interest recovered		155,089	1,165,281	155,089	1,165,281
Total		3,509,220	2,684,442	3,509,220	2,684,442
Transport for NSW					
Administration charges recovered		176,268	235,973	176,268	235,973
Administration interest recovered		20,856	26,669	20,856	26,669
Total		197,124	262,642	197,124	262,642
Total NSW State Government revenue		3,706,344	2,947,084	3,706,344	2,947,084
Total Government revenue including grants	2	33,760,903	29,081,272	33,760,903	29,081,272
(b) Commonwealth Government revenue					
Program administration charges recovered					
Commonwealth Schools Funding Grant		25,646,126	23,264,372	25,646,126	23,264,372
Choice and Affordability Fund Grant		2,087,772	-	2,087,772	-
General Capital Program Grant		1,415,541	1,324,655	1,415,541	1,324,655
Targeted Educational Programs		44,150	174,981	44,150	174,981
Total administration charges recovered - Commonwealth		29,193,589	24,764,008	29,193,589	24,764,008
(c) NSW State Government					
Program administration charges recovered					
Building Grants Assistance Fund		1,000,000	(443,307)	1,000,000	(443,306)
New and Upgraded Pre-Schools		126,814	-	126,814	-
Targeted Educational Programs		1,270,437	810,972	1,270,436	810,971
Total administration charges recovered NSW State		2,397,251	367,665	2,397,250	367,665
(d) Disaggregation of revenue					
The disaggregation of revenue from contracts with customers is as follows:					
<i>Timing of revenue recognition</i>					
Goods transferred at a point in time		2,058,226	1,940,453	2,058,226	1,940,453
Services transferred at a point in time		-	-	-	-
Services transferred over time		40,805,192	36,775,556	39,698,893	35,819,044
		42,863,418	38,716,009	41,757,119	37,759,497

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

	Consolidated 2025 \$	Consolidated 2024 \$	Parent 2025 \$	Parent 2024 \$
3. OPERATING SURPLUS				
The operating surplus was determined after charging the following specific amounts:				
<i>Expenses</i>				
Amortisation of leasehold improvements, intangible assets and make-good	5,040	50,294	5,040	50,294
Depreciation of office furniture, equipment and motor vehicles	164,308	188,200	164,061	184,873
Depreciation of right-of-use assets	1,466,771	1,466,771	1,466,771	1,466,771
Copyright fees	5,839,158	5,668,499	5,839,158	5,668,499
Levies - National Catholic Education Commission	1,112,772	1,053,807	1,112,772	1,053,807
Consultancies	3,207,719	3,637,347	3,191,634	3,627,955
Grants and donations made for use in Australia	181,000	184,047	181,000	184,047
Loss/ (Gain) on disposal of fixed assets	11,168	(15,778)	11,168	(15,778)
Interest expense relating to lease liabilities	643,185	688,784	643,185	688,784
3(a) During the financial year the following fees were paid or payable for services provided by HLB Mann Judd Assurance (NSW) Pty Ltd, the auditor of the company:				
<i>Audit services - HLB Mann Judd Assurance (NSW) Pty Ltd</i>				
Audit of financial statements	77,500	90,900	64,000	61,800
<i>Other services - HLB Mann Judd Assurance (NSW) Pty Ltd</i>				
Related parties assurance engagement	275,000	265,000	275,000	265,000
Grant acquittals	86,650	87,190	86,650	87,190
Review of other information provided by dioceses	16,300	15,700	16,300	15,700
	377,950	367,890	377,950	367,890
	455,450	458,790	441,950	429,690
4. CASH AND CASH EQUIVALENTS				
Cash at bank and on hand	43,094,277	2,612,151	42,050,533	1,507,867
For the purposes of the Statement of Cash Flows, cash and cash equivalents are made up as follows:				
Cash at bank and on hand	43,094,277	2,612,151	42,050,533	1,507,867
Other financial assets (Note 6)	317,942,559	292,372,304	317,942,559	292,372,304
Cash and cash equivalents as per Statement of Cash Flows	361,036,836	294,984,455	359,993,092	293,880,171
5. TRADE AND OTHER RECEIVABLES				
GST receivable	-	158,796	-	152,844
Amounts owing by National Catholic Education Commission	655,535	511,977	655,535	511,977
Council of Catholic School Parents	337,888	142,189	337,888	142,189
Amounts owing by Catholic Employment Relations Limited	-	-	372,393	116,266
Accounts receivable	421,506	948,187	211,506	830,246
Allowance for expected credit losses	(63,500)	(44,655)	-	-
Sundry debtors	46,545	15,969	46,545	6,101
Total trade and other receivables	1,397,974	1,732,463	1,623,867	1,759,623
6. OTHER FINANCIAL ASSETS				
Unsecured				
Business Online Saver account	52,128,518	77,192,632	52,128,518	77,192,632
Term deposits	265,814,041	215,179,672	265,814,041	215,179,672
Total other financial assets	317,942,559	292,372,304	317,942,559	292,372,304
Of the \$317,942,559 (2024 - \$292,372,304) other financial assets, \$298,445,832 (2024 - \$279,864,525) is held on behalf of Government programs, and \$Nil (2024 - \$Nil) is held on behalf of the Council of Catholic School Parents. The balance of \$40,940,445 (2024 - \$Nil) of Government program funds received at the end of the year was held in cash and cash equivalents.				
7. OTHER ASSETS				
Prepayments	3,095,050	1,242,320	3,088,549	1,231,938
Other assets	92,383	197,502	92,383	197,502
Interest receivable	2,327,013	4,019,599	2,327,012	4,019,599
Total other assets	5,514,446	5,459,421	5,507,944	5,449,039

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

8. PROPERTY, PLANT & EQUIPMENT AND INTANGIBLE ASSETS

	Consolidated 2025 \$	Consolidated 2024 \$	Parent 2025 \$	Parent 2024 \$
Leasehold make good asset	50,400	50,400	50,400	50,400
Provision for amortisation	12,180	7,140	12,180	7,140
	<u>38,220</u>	<u>43,260</u>	<u>38,220</u>	<u>43,260</u>
Office furniture, equipment and motor vehicles - at cost	1,165,148	1,372,649	1,129,863	1,337,366
Provision for depreciation	788,230	1,021,673	753,091	966,781
	<u>376,916</u>	<u>350,976</u>	<u>376,772</u>	<u>350,585</u>
Intangibles -software - at cost	481,335	481,335	481,335	481,335
Provision for amortisation	481,335	481,335	481,335	481,335
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total property, plant & equipment and intangible assets	<u>415,136</u>	<u>394,236</u>	<u>414,992</u>	<u>393,845</u>

Reconciliations of the carrying amounts of property, plant and equipment and intangible assets at the beginning and end of the current and previous financial years are set out below.

	Intangibles- software \$	Office furniture, equipment and motor vehicles \$	Leasehold make good asset \$	Total \$
Consolidated				
Year ended 31 December 2025				
Carrying amount at the beginning of year	-	350,976	43,260	394,236
Additions	-	251,992	-	251,992
Disposals	-	(61,744)	-	(61,744)
Depreciation/amortisation expense	-	(164,308)	(5,040)	(169,348)
Carrying amount at end of year	<u>-</u>	<u>376,916</u>	<u>38,220</u>	<u>415,136</u>
Year ended 31 December 2024				
Carrying amount at the beginning of year	45,254	445,501	48,300	539,055
Additions	-	140,534	-	140,534
Disposals	-	(46,859)	-	(46,859)
Depreciation/amortisation expense	(45,254)	(188,200)	(5,040)	(238,494)
Carrying amount at end of year	<u>-</u>	<u>350,976</u>	<u>43,260</u>	<u>394,236</u>
Parent				
Year ended 31 December 2025				
Carrying amount at the beginning of year	-	350,585	43,260	393,845
Additions	-	251,992	-	251,992
Disposals	-	(61,744)	-	(61,744)
Depreciation/amortisation expense	-	(164,061)	(5,040)	(169,101)
Carrying amount at end of year	<u>-</u>	<u>376,772</u>	<u>38,220</u>	<u>414,992</u>
Year ended 31 December 2024				
Carrying amount at the beginning of year	45,254	441,783	48,300	535,337
Additions	-	140,534	-	140,534
Disposals	-	(46,859)	-	(46,859)
Depreciation/amortisation expense	(45,254)	(184,873)	(5,040)	(235,167)
Carrying amount at end of year	<u>-</u>	<u>350,585</u>	<u>43,260</u>	<u>393,845</u>

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	Consolidated 2025 \$	Consolidated 2024 \$	Parent 2025 \$	Parent 2024 \$
9. RIGHT-OF-USE ASSETS					
Office Leases					
Balance at 1 January 2025		12,589,783	14,056,554	12,589,783	14,056,554
Depreciation expense		(1,466,771)	(1,466,771)	(1,466,771)	(1,466,771)
Balance at 31 December 2025		11,123,012	12,589,783	11,123,012	12,589,783
		11,123,012	12,589,783	11,123,012	12,589,783
10. TRADE AND OTHER PAYABLES					
Funds held on behalf of Government Programs	16	339,386,277	279,864,525	339,386,277	279,864,525
GST payable		3,418,641	-	3,448,952	-
Accounts payable		1,636,566	1,756,364	1,618,683	1,724,261
Deferred income - contract liabilities		-	125,050	-	33,050
Other creditors and accruals		39,960	68,412	37,156	61,672
Total trade and other payables		344,481,444	281,814,351	344,491,068	281,683,508
The funds held on behalf of Government Programs balance contains \$232,103 (2024 - \$1,044,466) of committed Non-Government Reform Support Fund grant funds retained by CSNSW for program management.					
11. EMPLOYEE ENTITLEMENTS					
Current					
Annual leave		1,072,494	1,318,009	1,072,494	1,288,305
Long service leave		243,412	1,338,682	243,412	1,338,682
		1,315,906	2,656,691	1,315,906	2,636,987
Non-Current					
Long service leave		1,961,489	1,322,899	1,961,489	1,307,339
12. LEASE LIABILITIES					
Current					
Lease liabilities		1,110,348	977,090	1,110,348	977,090
Non-Current					
Lease liabilities		11,397,034	12,507,382	11,397,034	12,507,382
<i>Future lease payments</i>					
Future lease payments are due as follows:					
Within one year		1,701,541	1,620,275	1,701,541	1,620,275
Later than one year but not later than 5 years		9,837,435	9,383,046	9,837,435	9,383,046
Later than 5 years		3,609,261	5,765,191	3,609,261	5,765,191
		15,148,236	16,768,512	15,148,236	16,768,512
13. RETAINED SURPLUS					
Retained surplus at the beginning of the year		8,311,329	7,046,732	7,389,547	6,426,737
Surplus (Deficit) for the year		3,319,236	(1,349,553)	3,406,907	(1,651,340)
Total retained surplus before transfer from (to) reserves		11,630,567	5,697,179	10,796,454	4,775,397
Transfer to Strategic Initiatives Reserve		(1,500,000)	(500,000)	(1,500,000)	(500,000)
Strategic Initiatives Reserve utilised during the year		1,234,373	3,114,150	1,234,373	3,114,150
Retained surplus at the end of the year		11,364,940	8,311,329	10,530,827	7,389,547

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

	Consolidated 2025 \$	Consolidated 2024 \$	Parent 2025 \$	Parent 2024 \$
14. RESERVES				
General Reserve	5,000,000	4,700,000	5,000,000	4,700,000
Strategic Initiatives Reserve	2,785,843	2,820,216	2,785,835	2,820,208
	<u>7,785,843</u>	<u>7,520,216</u>	<u>7,785,835</u>	<u>7,520,208</u>

Refer to Note 1(m) for details of the nature and purpose of the reserves.

15. COMMITMENTS FOR EXPENDITURE

(a) Lease Commitments

Commitments for minimum lease contributions not included in lease liabilities in relation to non-cancellable leases contracted for at the reporting date but not recognised as liabilities are payable as follows:

Within one year	629,902	597,960	629,902	597,960
Later than one year but not later than 5 years	3,522,052	3,343,452	3,522,052	3,343,452
Later than 5 years	<u>1,261,052</u>	<u>1,987,760</u>	<u>1,261,052</u>	<u>1,987,760</u>
Commitments not recognised as liabilities in the financial statements	<u>5,413,006</u>	<u>5,929,172</u>	<u>5,413,006</u>	<u>5,929,172</u>

(b) Capital Commitments

CSNSW had no capital commitments as at 31 December 2025 and 31 December 2024.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

16. GOVERNMENT FUNDS ADMINISTERED

CSNSW as the Approved Authority and Representative Body receives and distributes school operating and targeted grants received from the Australian and NSW Governments and meets appropriate accountability requirements on a system basis. CSNSW in its capacity as the NSW Catholic Block Grant Authority (CBGA) manages and distributes capital and other block grants.

During 2025, the following grants were received and distributed through CSNSW, excluding GST:

Funds held on behalf of Government programs	2025 \$	2024 \$
Commonwealth Government		
Department of Education, Skills and Employment		
Government program funds held at the beginning of the year	145,359,884	161,737,109
School grants received during the year	3,237,757,925	3,046,580,281
Interest earned by programs	11,416,169	11,327,932
School grants disbursed to the NSW Catholic Schools system during the year	(3,159,042,641)	(3,038,975,863)
School grants disbursed to NSW Congregational schools during the year	(9,765,127)	(5,428,772)
Funds retained for program administration recognised in income [Note 2(a)]	(29,193,589)	(24,764,008)
Interest retained for program administration recognised in income [Note 2(a)]	(48,607)	(93,500)
Current year Non-Government Reform Support Fund ("NGRSF") used by CSNSW for program management [Note 2(a)]	(812,363)	(1,276,680)
Interest distributed to NSW Catholic Schools system during the year	(4,069,931)	(3,746,615)
Commonwealth Government program funds held at the end of the year	191,601,720	145,359,884
NSW State Government		
NSW Department of Education		
Government program funds held at the beginning of the year	134,425,825	159,899,837
School grants received during the year	874,554,260	785,930,797
Interest earned by programs	7,010,315	7,839,113
School grants disbursed to the NSW Catholic Schools system during the year	(850,761,471)	(812,880,960)
School grants disbursed to NSW Congregational schools during the year	(12,193,908)	(2,861,177)
Funds retained for program administration recognised in income [Note 2(a)]	(2,397,250)	(367,665)
Countering Violent Extremism program funds retained for program administration recognised in income [Note 2(a)]	(930,160)	(813,256)
Unused COVID Intensive Learning program funds returned to CSNSW by the NSW Catholic Schools system	-	4,640,726
Unused COVID Intensive Learning program funds returned to CSNSW by the NSW Congregational schools	-	248,646
Unused COVID Intensive Learning program funds returned to NSW Department of Education by CSNSW	-	(4,899,372)
Interest retained for program administration recognised in income [Note 2(a)]	(155,089)	(1,165,281)
Program management outsourced to affiliated Catholic Agencies - Cenet and CRMNA	(842,575)	-
State-wide Capital Planning Grant funds used by CSNSW for program management [Note 2(a)]	(26,721)	(338,240)
Interest distributed to the NSW Catholic Schools system during the year	(898,669)	(917,343)
NSW Department of Education program funds held at the end of the year	147,784,557	134,425,825
Transport for NSW		
Government program funds held at the beginning of the year	78,816	116,256
School grants received during the year	889,721	859,634
Interest earned by programs	20,856	26,669
School grants disbursed to the NSW Catholic Schools system during the year	(792,269)	(625,969)
Funds retained for program administration recognised in income [Note 2(a)]	(176,268)	(235,973)
Direct program expenses incurred during the year	-	(35,132)
Interest retained for program administration recognised in income [Note 2(a)]	(20,856)	(26,669)
Transport NSW funds held at the end of the year	-	78,816
NSW State Government program funds held at the end of the year	147,784,557	134,504,641
Total Government funds held at the end of the year (Note 10)	339,386,277	279,864,525

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

17. RELATED PARTY DISCLOSURES

Transactions with related parties

Director transactions

Each non-executive director and chairman receives a fee for being a director of CSNSW.

	Consolidated 2025 \$	Consolidated 2024 \$	Parent 2025 \$	Parent 2024 \$
Compensation of key management personnel including directors				
Total compensation	4,222,305	3,585,450	3,921,960	3,317,128

CSNSW undertook a number of transactions with some other Church-related entities and these transactions are included in the CSNSW related party transactions register.

The related parties include:

- The Trustees of the Roman Catholic Church for the Archdiocese of Sydney;
- National Catholic Education Commission;
- The Council of Catholic School Parents [NSW & ACT] and
- Catholic Church Insurances
- Diocese of Parramatta
- Sydney Catholic Schools
- Diocese of Lismore
- Diocese of Wollongong
- Diocese of Maitland-Newcastle
- Diocese of Wagga Wagga
- Australian Catholic University
- Diocese of Broken Bay

The above related parties are parties associated with major transactions in the 2025 financial year. Not all related parties have been listed above.

	2025 \$	2024 \$	2025 \$	2024 \$
Total purchases from related parties during the year	1,153,009	2,114,254	1,153,009	1,949,267
Total revenue generated from related parties during the year	2,759,481	4,363,134	1,636,673	3,406,044
Total payments of Government grants to the NSW Catholic Schools system	4,010,596,381	3,852,482,792	4,010,596,381	3,852,482,792
Total payments of Government grants to NSW Congregational schools	21,959,035	8,289,949	21,959,035	8,289,949
The following balances are outstanding at the end of the reporting period in relation to transactions with related parties:				
Current payables	392,889	197,696	41,200	64,849
Current receivables	2,010,222	964,187	1,791,079	848,603

18. CONTINGENCIES

No contingent liabilities exist as at the date of this financial report.

19. MEMBERS' GUARANTEE

CSNSW is a public company limited by guarantee that is incorporated and domiciled in Australia. If CSNSW is wound up, its Constitution states that each member is required to contribute a maximum of \$10 each towards meeting any outstanding obligations of CSNSW.

At 31 December 2025 the number of members was 11 (2024:11).

CATHOLIC SCHOOLS NSW LIMITED
ACN 619 593 639

**DECLARATION BY THE DIRECTORS
FOR THE YEAR ENDED 31 DECEMBER 2025**

In the opinion of the Directors of Catholic Schools NSW Limited:

(a) the financial statements and notes set out on pages 2 to 16 are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*, including:

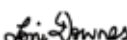
(i) complying with Accounting Standards - Simplified Disclosures and the *Australian Charities and Not-for-profits Commission Regulation 2022*; and

(ii) giving a true and fair view of the Company's and the consolidated entity's financial position as at 31 December 2025 and of its performance for the financial year ended on that date; and

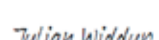
(b) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of the Board of Directors.

This declaration is signed in accordance with section 60.15 of the *Australian Charities and Not-for-profits Commission Regulation 2022*.

Signature: 
Toni Downes (Jun 11, 2026 16:36:16 GMT+10)

Toni Downes
Acting Chair

Signature: 
Julian Widdup (Jun 11, 2026 17:33:31 GMT+10)

Julian Widdup
Director

Sydney
Dated this 11th day of June 2026

Auditor's Independence Declaration

We declare that, to the best of our knowledge and belief, there have been no contraventions of any applicable code of professional conduct in relation to the audit of the financial report of Catholic Schools NSW Limited for the year ended 31 December 2025.

This declaration is in relation to Catholic Schools NSW Limited and the entity it controlled during the year.



HLB Mann Judd Assurance (NSW) Pty Ltd
Chartered Accountants

Sydney, NSW
11 June 2026

hlb.com.au

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Independent Auditor's Report to the Members of Catholic Schools NSW Limited

REPORT ON THE AUDIT OF THE FINANCIAL REPORT

Opinion

We have audited the financial report of Catholic Schools NSW Limited ("the Company") and its controlled entity ("the Group"), which comprises the statements of financial position as at 31 December 2025, the statements of profit or loss and other comprehensive income, the statements of changes in equity and the statements of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information, and the declaration by directors for both the Company and the Group.

In our opinion, the accompanying financial report of the Company and the Group has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* including:

- a) giving a true and fair view of the Company's and the Group's financial position as at 31 December 2025 and of its financial performance for the year then ended; and
- b) complying with Australian Accounting Standards – Simplified Disclosures and Division 60 of the *Australian Charities and Not-for-profits Commission Regulations 2022*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Company and the Group in accordance with the auditor independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* ("the Code") that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Directors of the Financial Report

The directors are responsible for the preparation of the financial report that gives a true and fair view in accordance with the Australian Accounting Standards – Simplified Disclosures and the *Australian Charities and Not-for-profits Commission Act 2012* and for such internal control as the Directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Company's and the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company and/or the Group or to cease operations, or have no realistic alternative but to do so.

The directors are responsible for overseeing the Company's and the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate,

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they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's and the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the director's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's and the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company or the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

HLB Mann Judd Assurance (NSW) Pty Ltd
Chartered Accountants

A G Smith
Director

Sydney, NSW
Date

Appendix C: Projects recommended for CBGA funding in 2025

School Name	Location	Diocese	Cost (\$m)	Grant (\$m)	Local Contribution (\$m)
Holy Family School	Kelso	Bathurst	10.8	6.6	4.2
Eileen O'Connor School	Tuggerah	Broken Bay	10.0	10.0	0.0
St Patrick's Parish School	Cooma	Canberra & Goulburn	2.7	2.2	0.5
Sacred Heart Central School	Cootamundra	Canberra & Goulburn	7.9	5.1	2.8
St Joseph's Primary School	Boorowa	Canberra & Goulburn	0.7	0.4	0.3
St Clare's College	Waverley	Sydney	1.6	1.1	0.5
Kildare Catholic College	Wagga Wagga	Wagga Wagga	11.8	8.2	3.6
St Therese's Community Primary School	Wilcannia	Wilcannia-Forbes	0.2	0.2	0.0
St Paul's Catholic Primary School	Moss Vale	Wollongong	3.3	2.0	1.3
Magdalene Catholic College	Narellan	Wollongong	2.9	1.9	1.0
John Therry Catholic High School	Rosemeadow	Wollongong	14.8	10.2	4.6
St Benedict's Catholic College	Oran Park	Wollongong	5.3	3.7	1.6
Holy Spirit College	Bellambi	Wollongong	0.8	0.8	0.0
Total			72.8	52.4	20.4

Appendix D: Projects recommended for New and Upgraded Preschools funding in 2025

School Name	Location	Diocese	Cost (\$m)	Grant (\$m)	Local Contribution (\$m)
St John XXIII Catholic Primary School	Stanhope Gardens	Parramatta	6.2	4.0	2.2
Total			6.2	4.0	2.2

Appendix E: Glossary of abbreviations

AC	Companion of the Order of Australia
ACAN	Australian Catholic Anti-Slavery Network
ACSSS	Association of Catholic Special School Services
ACT	Australian Capital Territory
ACU	Australian Catholic University
AEDC	Australian Early Development Census
AERO	Australian Education Research Organisation
AI	Artificial intelligence
AITSL	Australian Institute for Teaching and School Leadership
AM	Member of the Order of Australia
ASA	Approved System Authority
ASQA	Australian Skills Quality Authority
ATAR	Australian Tertiary Admission Rank
CBGA	Catholic Block Grant Authority
CERL	Catholic Employment Relations Ltd
CRMNA	Catholic Religious Institute and Ministerial Public Juridic Persons NSW and ACT School Authorities
CRRE	Consent and Respectful Relationships Education
CSNSW	Catholic Schools NSW
CSSA	(formerly) Catholic Secondary Schools Association
CVE	Countering violent extremism
DSS	Diocesan school systems
EAL/D	English as an additional language or dialect
ECEC	Early Childhood Education and Care
ESS	Extended service school
EVET	Externally delivered vocational education and training
fms	Fratres Maristae a Scholis (Marist Brothers of the Schools)
FQ	Financial Questionnaire
HILDA	Household, Income and Labour Dynamics in Australia Survey
HPGE	High Potential and Gifted Education
HR	Human resources
HSC	Higher School Certificate
HSCRO	HSC Reporting Online
IDRAC	Inter-Diocesan Registration and Accreditation Committee

ISNSW	Independent Schools NSW
IT	Information technology
KMG (Ob)	Knight of Magistral Grace in Obedience (Sovereign Military Order of Malta)
NAP	National Assessment Program
NAPLAN	National Assessment Program – Literacy and Numeracy
NCCD	Nationally Consistent Collection of Data on Students with Disability
NCEC	National Catholic Education Commission
NESA	NSW Education Standards Authority
NFP	Not-for-profit
NGRB	Non-government representative body
NGRSF	Non-Government Reform Support Fund
NSW	New South Wales
NSWCCC	NSW Combined Catholic Colleges
NSWCPS	NSW Catholic Primary Schools
NSWCSS	NSW Catholic schools system
NSWPSSA	NSW Primary School Sport Association
NTWAP	National Teacher Workforce Action Plan
OCD	Ordo Carmelitarum Discalceatorum (Order of Discalced Carmelites)
OFM	Ordo Fratrum Minorum (Order of Friars Minor, Franciscans)
OMI	Oblates of Mary Immaculate
OP	Ordo Praedicatorum (Order of Preachers, Dominicans)
OSPPE	Ordo Fratrum Sancti Pauli Primi Eremitae (Order of Saint Paul the First Hermit)
PAC	Police Area Command
PDHPE	Personal Development, Health and Physical Education
PL	Professional Learning
PPSD	Personalised Planning for Students with Disability
TA	Teacher Accreditation
TAAG	Teacher Accreditation Advisory Group
TDN	Teacher Development Network
VEAG	VET Advisory Group
VET	Vocational education and training
WIPCE	World Indigenous Peoples Conference on Education
WPL	Workplace learning
WWCC	Working with Children Check

