



Rosebank College 2015 Annual Report

Report from Chair of Board to Members

1. Directors for 2015

Name	Employment	Role
Professor Marea Nicholson	Associate Vice-Chancellor (NSW/ACT) Professor of Teacher Education, ACU	Board Chairperson
Kathryn Efthymiades	Secondary School Teacher	
Ray Pozzato	Retired	Chairperson of Building Sub Committee
Margaret McCue	Solicitor, McCue & Associates	
Megan Kahler sgs	Good Samaritan Sister / Secondary School Teacher	Chairperson of Future & Identity Sub Committee
Bernadette Beard	Investigator, ASIC	<i>Resigned 19/08/15</i>
Cecilia Hilder	Consultant	Deputy Chair , Board (appointed 31/03/15)
Dr Fiona Martin	Academic, UNSW	Chairperson of HR/Risk Sub Committee (appointed 31/03/15)
Peter Friend	Consultant, Commercial Acumen Pty Limited	Deputy Chair, Board (resigned 31/03/15)
Tim Power	Associate Director, Treasury, UWS	Chairperson of Finance Committee
Justin Flaherty	Director, Horizon Communication Group	
Associate Professor Joanne Travaglia	Academic, UNSW	<i>Resigned 18/11/15</i>

1.1 Expertise and functioning of Board

Rosebank College Board is fortunate to have Directors with a range of professional skills and interests committed to ensuring that the College is an educational experience which gives witness to the Catholic faith and a life as revealed in the Benedictine and Good Samaritan ethos. The Directors' diverse gifts have supported the various working parties and sub committees, and their governance of, and contribution to, the current strategic planning and Principal's contract review processes is evidence of these outstanding qualities. Areas of expertise include finance, law, strategy, communication, construction and education.

1.2 Changes in Board composition

In 2015 three Directors, Peter Friend (Deputy Chair), Bernadette Beard and Dr Joanne Travaglia resigned from the Board.

Cecilia Hider accepted the position of Deputy Chair and resigned from her role as Chairperson of HR / Risk Sub Committee. Dr Fiona Martin accepted the position of Chairperson of HR / Risk Sub Committee during the year.

1.3 Succession Planning

In 2012 the Board conducted an analysis of the governance needs to meet the demands of a rapidly growing College. The Board identified the need to progressively recruit new Directors to accommodate the retiring Directors reaching their maximum permissible period in 2017 and 2018. During 2014 the Board comprised of 12 Directors which is the maximum number of Directors allowed as per the College Constitution. In 2015, however, a number of Directors retired.

A succession plan has been prepared to facilitate the retirement of Directors reaching their maximum permissible period.

In 2016 the College will be actively looking to fill the vacancies on our Board as a result of resignations in 2015. Further seven of the remaining Directors have entered their final triennium as Directors for the College. One will be retiring in 2016, three in 2017 and a further three in 2018. It is essential that the Board commence planning to have in place Directors with the required skill set over the next three years.

1.4 Formation in the Good Samaritan Philosophy of Education

Various Directors attended Good Samaritan Conferences during 2015. These experiences were considered to be a very valuable by the participants. Total Board formation includes prayer and reflection at each meeting and specific discussion on Strategic Planning and Board Formation days. A number of Board members participated in school functions including Benedictine lecture series and school liturgies. Two Board Planning and Formation Days are held each year.

2. Committees

2.1 Names of 2015 sub committees and expertise:

Finance Committee		
Tim Power	Associate Director, Treasury - UWS	Chairperson
Peter Friend	Consultant, Commercial Acumen Pty Limited	<i>Resigned 31/03/15</i>
James Jeffery	Dean of Finance, Rosebank	
Building Committee		
Ray Pozzato	Retired	Chairperson
Margaret McCue	Solicitor, McCue & Associates	
Justin Flaherty	Director, Horizon Communication Group	
James Jeffery	Dean of Finance, Rosebank	
Louise Chiandotto	Dean of Administration, Rosebank	

Michael Heiniger	Property Manager, Rosebank	
HR & Compliance Committee		
Fiona Martin	Lecturer, UNSW	<i>Chairperson appointed 31/03/15</i>
Bernadette Beard	Investigator, ASIC	<i>Resigned 19/08/15</i>
Elizabeth Clark	Assistant Principal, Rosebank	
Rosemary Anderson	Dean of Curriculum, Rosebank	
Future & Identity Committee		
Megan Kahler	Good Samaritan Sister / Secondary School Teacher	Chairperson
Kathryn Efthymiades	Secondary School Teacher	
Joanne Travaglia	Academic, UNSW	<i>Resigned 18/11/15</i>
Paul O'Shea	Dean of Mission, Rosebank	
Paul Hardwick	Dean of Pastoral Care, Rosebank	

2.2. Summary of key objectives and achievements

Among the significant developments during the 2015 year are included:

- the addition of new elective courses in Yrs. 9/10 and Yrs. 11/12;
- the successful implementation of Mandarin into Stage 5;
- the creation of the Culture and Identity Service Group;
- the strengthening of Student Leadership in the College directly linked to the new Vertical Pastoral House System; the closure of the Western Wall in Jamberoo (the Gym);
- preparation for the commencement of construction of Project 4;
- the commencement of a Philippines Immersion option to compliment the mandatory Community Service and the optional City and Central Australia immersions;
- transitioning to a new Learning Management System (Rosebank Exchange);
- installation of the College Solar Project;
- use of HSC and NAPLAN Data to identify strengths and develop faculty and course strategies;
- creation of a new Student Services Area (Careers, VET, Counselling, Learning support) in the Ottilien Building;
- preparation for the 150th anniversary of the College in 2017;
- finalising the outdoor play and study area (Oval, Olive Grove, Fig Tree);
- introduction of a full Risk and Compliance Management system ;
- growth of the International Benedictine Short Stay Exchange Program and
- growth of the Co-curricular program including 13 additional teams in representative competitions.

2.3 Strategic Planning (see included Plan)

In 2015 the College entered into a period of discernment and planning in preparation for the creation of The Strategic Plan 2016 to 2020, which was launched in December 2015. The Plan consists of seven Priority Areas, each with numerous Intents. To facilitate the development of the Strategic Plan, the Board contracted Mr Christopher Barret . The process included surveys and consultations with all stake holders including directors, parents, students and staff.

3. Policies

Please see Section 7 on Compliance

4. Communication

4.1 Liaison between Chairs of Members, Board, Principal and Leadership Team.

The Board meets monthly ten times per year. The agenda for each meeting is prepared through consultation between the Chair of Board and the Principal two weeks prior to the arranged Board meetings. Weekly newsletters are sent to Directors and Members, along with invitations to important school functions. There are regular updates via email provided to Directors as the need arises. Each Sub-Committee meets 10 times a year and prepares a comprehensive report to the Board along with recommendations. Each Sub-Committee consists of Directors, Members of the Executive and other personal and consultants as is necessary.

4.2 Presence of Directors at some significant school events.

Board Directors have participated in Final year presentations, Opening masses, Open days, St Benedict Mass and Yr12 Graduation Mass. In 2014 a roster was created to ensure a representation of the Directors at each major event.

5. Review

5.1 Board Review

The Board Directors completed a review of the Board membership, priorities and structure in 2012. Additional Directors were selected and existing sub committees were restructured for 2014. The increasingly complex agenda of the Board makes the work of the subcommittees all the more important. A self-review of the Board occurs annually. The tasks and focus of each Sub-Committee is becoming increasingly complex and their input is invaluable in that it assist with the workload of the Board. Reporting protocols of each Sub-Committee have been strengthened to ensure clear and concise information and recommendations are produced for the Board.

5.2 School Review

A School Review was successfully completed in 2014. This was incorporated into the Strategic Planning process in 2015 to commence in 2016. A review of the financial services of the College is conducted annually. In 2014 a Mission Review was conducted. The Educational and Pastoral reviews were conducted in 2014 with recommendations incorporated into the 2015 Strategic planning process.

6. Finances

6.1 Financial Indicators Reporting 2015 Template;

Please see template in Financial Report – (Attachment 2 - Somerset Key Indicator Report – SKI)

6.2 Movements and/or Variations:

The College income for 2015 was \$239,474 better than budgeted. The majority of this came from:

- Commonwealth and State Recurrent Grants received in 2015 exceeded the amount the College expected to receive by \$34,962.
- Interest income on cash investments exceeded budget by \$77,635.
- The College received \$37,000 from the College Parents and Friends Association.
- Income received for elective courses exceeded budget by \$42,974
- Application fees received in 2015 exceeded budget by \$14,752

College Expenditure reported is \$663,138 below Budget. The majority of this came from:

- Interest expenditure on loans with the Catholic Development Fund (CDF) was less than the budget set in 2015 by \$145,459. Contributing factors to this include lower than budgeted interest rate on all outstanding loans. The budget interest rate was 6.5% and the average interest rate applied during 2014 was 5.0%.
- Wages and salaries expense were \$542,211 less than the budget set for 2015. The main reasons for this were; high staff movements which saw more experience higher paid staff replaced by younger staff, a number of staff members not applying to be promoted from a Step 13 up to a Senior Teacher, there were 3 teacher positions budgeted for that were not filled during 2015 and there were 2 support staff positions budgeted for the year that were not filled until mid-way through the year.

6.3 Nature and extent of loans

The College currently has 3 loans from the Catholic Development Fund relating to Block B, the CAPA building and the Science Block. Total loans outstanding as at 31st December 2015 amount to \$8.1 million.

6.4 Costs of Building projects completed

The total cost of Project 4 (Administration Building) that was completed in 2015 was \$386,966

6.5 Costs of property purchased and/or sold in name of company No properties have been purchased or sold.

7. Compliance

7.1 School Registration

The Board of Studies, Teaching and Educational Standards NSW (BOSTES) has introduced new governance requirements that non-government schools in NSW must meet each year to maintain their registration and accreditation. These new requirements commenced in 2015. Some of the requirements include ensuring all responsible people (Directors) undertake four hours of professional development in the area of governance each year(or 12 hours over three years) and that all related party transactions be reported and are made at market value.

7.2 Complispace

In 2015 the College completed the implementation of the Privacy module which included a comprehensive GAP analysis, testing and training of staff. The two other modules acquired from Complispace (WHS and Student Duty of Care) remain in the implementation phase at the end of 2015 with GAP analysis complete and testing and training to take place in the first half of 2016.

7.3 Work Health & Safety

The College subscribes to the Catholic Schools WH&S Online Management System, which has been developed and managed by the Broken Bay Diocese. The College is reviewing and restructuring its policies and programs, training and information, hazard identifying and risk assessment and risk control etc. in accordance with this management system. All current documentation was reviewed during the BOSTES 2014 Audit. The WH&S school Committee meets each month and conducts evacuation and lockdown drills quarterly. Links with the Board HR / Risk Management committee have been ongoing in 2014.

In 2015 the College commenced the implementation of a WH&S module with Complispace. It has been decided that the Complispace solution for WH&S will be the College risk and compliance reporting tool from 2016.

8. Facilities Development

8.1 Report on Maintenance plans

The College engaged the services of Paynter Dixon to prepare a comprehensive strategic plan on the provision of expenditure on short to long term maintenance of the College building assets, infrastructure, plant and equipment, fixtures and fittings. The strategic plan includes the current condition of the built environment, a forecast for maintaining the built environment and a scheduled maintenance plan. Our Facilities team is now implementing the designed maintenance plan by working through all identified areas that need to be addressed and or maintained in 2015.

8.2 Report on Capital plans including planned purchase or lease of property

The College Master Plan was first developed in April 2008. The first of three Development Applications were submitted and approved for stages 1 and 2. Block S (called Subiaco Hall) has been totally rebuilt (2010/2011). Block O (called Ottilien Hall) experienced significant alterations in 2012 and 2014 and Block E (called Erie Hall) has had many spaces refurbished.

A new Block M (Music, Drama, Dance, undercroft, toilets, change rooms and canteen – now called Monserrat Hall) was completed and occupied in 2014. The new Jamberoo Building consisting of nine General Learning Areas (GLA's) and five science labs over a two basketball court Gym and change rooms was completed in June 2014.

The development Plan for Projects 4 and 5 were approved in 2014. Project 5 is scheduled to commence in 2017 and will include the refurbishment of six GLA's.

Towards the end of 2014, work commenced on the development of an oval and passive seating area around the Fig tree. The oval project was completed just prior to the commencement of Term 1, 2015.

The demolition of Block E and F commenced in December 2015 as part of Project 4 construction. The space will be used to build Block D (to be called Downside). Downside will include the consolidation of College Administration staff, provide staff facilities on the second level and include nine General Learning Areas (GLA's). The College secured a CBGA capital grant to assist funding the construction of Downside.

The College conducted numerous meetings throughout 2015 with the land owners of our neighbouring property discussing the implications on the College of a future development of the site. The College has engaged the services of an urban planning company 'Urbis' with regard to the redevelopment of the site. Conversations throughout 2015 have focused upon regulations that govern section 94 and Voluntary Planning Agreements contributions to the community and more specifically the College. Benefits that might emerge from these considerations could include permanent additional parking, full access to the western boundary through the creation of a roadway, creation of a kiss and drop zone along this new roadway, function parking for families within the retail area, overhead pedestrian access across Parramatta Road, easier and safer access to the ovals and parklands to the west of the College and access to significant retail, hospitality and business operations.

The College neighbours are open to the idea of creating an ‘Education Precinct’ as part of their development which the College could operate and effectively expand its educational offering to the community. Work to develop a conceptual educational structure and the required space for that structure has commenced. The Board has commenced considering options including the adding of additional streams to our secondary education (up to 300 – 500 additional students) or creating a multi stream primary school thus creating a K-12 offering.

The College is also considering other potential common benefits that may be shared between the College and the developer of the neighbouring site including the creation of an aquatics and fitness centre that may be arranged in a way so that the College operate or lease these spaces during school hours.

9. Strategic Planning

The 2011 – 2015 Strategic Plan has steered College Development since 2011. Strategic Intents are being implemented by each management team and Board sub committees. The College Mission and Vision statements were reviewed and updated as part of the Strategic Planning process in 2010. Indicators and Targets are being monitored regularly and reported on annually.

In 2015 the College developed a Strategic Plan for 2016 – 2020. Strategic Intents were developed by each management team and Board sub committees. The College Mission and Vision statements were reviewed and updated as part of the process. Indicators, Strategies and Targets continue to be developed and finalised.

9.1 Emerging Opportunities for the College:

- The College Strategic Plan for the next 5 years was created this year. The plan brings with it many exciting opportunities to develop and create a school which will continue to serve our community for many years into the future.
- The development of an Memorandum of Understanding (MOU) between the College and the Trustees of the Sisters will allow the College to continue the maintenance and beautification of the chapel, gardens and cemetery areas of the College to ensure that the history of the College be preserved and honoured.
- The receipt of the \$3.3 million grant from the CBGA to build Project 4 will reduce the need for borrowing and or allows the College resources to be directed towards other priority areas.
- Building program is encouraging for new families considering enrolment.
- Gaining new enrolments from schools that charge higher fees.
- Healthy forward enrolment pattern up to 2024 and enquiries continue to reflect strong community support and enthusiasm. See table below.

	2016	2017	2018	2019	2020	2021	2022	2023	2024
Yr. 7 Girls	174	196	128	76	55	31	25	17	8
Yr. 7 Boys	224	231	207	132	90	48	26	28	14

9.2 Responses to emerging educational issues

The College Board and Executive continue to focus on the design and implementations of decisions made regarding identity, quality teaching and learning, facilities and strategic partnerships. Significant among these has been the extension of coeducation with the second cohort now completing Year 12 in 2015. The Strategic Plan 2016-2020 has identified a number of key issues including national curriculum, national accreditation of teachers, Federal review of funding for schools, increased participation in schooling and

compliance to emerging governance and operational regulations. Strategies have been planned for Rosebank to address these in the years ahead.

9.3 Enrolment trends

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
7	145	158	168	168	192	216	216	216	216	216
8	65	148	160	168	172	190	216	216	216	216
9	77	67	151	160	170	182	190	216	216	216
10	81	78	66	151	188	170	189	190	216	216
11	121	88	78	76	144	189	185	189	184	210
12	93	115	88	78	63	143	185	183	186	182
TOTAL	582	654	711	801	929	1090	1181	1210	1234	1256
Additional		72	57	90	128	161	91	29	24	22

10. Emerging Risks for the College:

10.1 Identified Risks:

- As government funding declines under the new SRS model the cost of education continues to rise.
- There is no definitive structure or plan for Government non-recurrent funding from 2017.
- Increasing cost of compliance for the College. The College will be acquiring and rolling out a risk and compliance tool that will be supplied by an external supplier 'Compli-space' in conjunction with other GSE schools.
- As our fees increase at a faster rate than CPI (0.7% for the June 2015 quarter) to keep up with the cost of education (5.4% for the June 2015 quarter) more of our families may struggle.
- The Board of Studies, Teaching and Educational Standards NSW (BOSTES) has introduced new governance requirements that non-government schools in NSW must meet each year to maintain their registration and accreditation. These new requirements commenced in 2015. Some of the requirements include ensuring all responsible people (Directors) undertake 4 hours of professional development in the area of governance and that all related party transactions be reported and are made at market value. Failure to meet the new BOSTES requirements could lead to the deregistration of the College.
- The ATO has introduced many new substantive requirements for 'Not-For –Profit' entities for example schools where ordinary income is tax exempt. All income generated and assets held by the College must be used solely for the purpose of education. These new requirements need to be considered when setting a fee structure for leasing the property at Five Dock, fees paid for services rendered by GSE and any other financial transfers or transactions between the College, GSE and any other external entities.
- Cash flow risks associated with possible / potential budget overruns with the building program. However, systems and procedures put into place for Project 3 were very successful in containing costs.

- The construction of Project 4 during 2016 carries some risk in terms of completion date and be ready for operation in 2017, its impact upon existing buildings within the site given the integrated nature of the project and operationally in that the building site is situated on a key entry and exit point to the College. The College has already put in place alternate entry and exit points to ensure the safe flow of pedestrians and vehicles on and off the site.
- Securing additional loans for future building projects. Note, the College enjoys a good relationship with CDF and CDF have expressed their willingness to assist with future loan applications.
- ICT needs / costs have increased and may increase more due to;
 - a. Pressure to deliver an adequate service to support quality teaching and learning and / or
 - b. Increased services due to staff and student learning systems and devices.
- Indicators continue to show a budgeted student / staffing ratio higher than the benchmarks. This needs to be constantly reviewed and adjusted.
- Based upon a recent survey of schools in the Rosebank area, Rosebank fees are at the higher end of fees charged by local Catholic Systemic schools (De La Salle, Bethlehem, Christian Bros) and are lower than local independent schools (Santa Sabina, MLC, PLC, Trinity). Note our annual increment in 2016 will be no higher than other schools and will not affect our ranking amongst local schools in the Inner West area. The following table provides a summary of fees and charges advertised by other local systemic and independent schools in the Inner West area and where Rosebank is ranked amongst those schools surveyed.

10.2 Board's judgment as to the level of residual risk

The Board judges that the increased enrolments and confirmed bookings for future years would indicate that there will be a sustainable growth in student numbers. The Board is systematically responding to the growing complexity of risk and compliance issues as reflected in the NSW Education Act and Not for Profit Legislation.

Conclusion

On behalf of the Board, I would like to express my appreciation for the generous contribution to Benedictine and Good Samaritan values expressed by Tom Galea (Principal), College Executive and staff in their careful stewardship of all that is Rosebank College.

I am grateful for the thoughtful and vigilant contributions of the Directors of Rosebank College Board, and their ongoing governance of the College. Our appreciation is expressed for the valued support of Sr Veronica McCluskie and Members – Ms Theresa Creagh, Sr Catherine McCahill and Ms Fran Warner in ensuring our focus remains clearly on the Benedictine and Good Samaritan values.

Professor Marea Nicholson

Chair

Rosebank College Board

Annual General Meeting March 2016

COLLEGE PRIORITIES FOR 2015

1. Finalise and launch Strategic Plan 2016 – 2020
2. Commission construction of Stage 4 'Downside Building' (including College Admin, staff facilities and II GLA's plus connections to Inkamana and Erie buildings)
3. Thoroughly review student performance in NAPLAN and HSC and develop core teaching/learning strategies and tracking mechanisms to ensure maximum performance.
4. Create a new Student Services Area in Ottilien (spaces for Learning Support - staff and students, Careers/VET and Counselling space).
5. Consolidate the student mentoring program using all staff for all Year 10's (Term 4) to Year 12's (Term 3).
6. Introduce and closely monitor the Vertical House System for Pastoral Care
 - a. Connection with student leadership
 - b. Connection with student mentoring
 - c. Connection with Pastoral Care Program of House Identity (crest, t-shirts, war cries etc.)
7. Further develop the staff PD program with particular emphasis on PLN's, staff peer mentoring and links to Teaching Standards.
8. Complete current Industrial negotiations for 2014/2015. Commence the next round of conversations about a 'standards based' remuneration structure (to be implemented in 2017).
9. Consolidate the Staff Peer Mentoring Program and ensure it reflects teaching standards.
10. Continue to update Edumate to ensure access to its data and its effective use to improve management and planning of the College.
11. Support and manage the Introduction of Canvas as the preferred replacement of Moodle for our REAL Learning Management System.
12. Audit the level of eLearning integration into the Year 7 – 10 Curriculum and the eLearning skill set of staff.
13. Commence preparation for the 150th Anniversary of the College in 2017: new buildings, sculptures, archives, history, music, art work, stain glass window etc.
14. Commence the Year 8 Community Mentoring Program.
15. Finalise the outdoor play and study area between the Fig Tree and the Demountable Block.
16. Introduce the new Complispace 'Risk and Compliance' software across the College.