



Grounded in Faith Growing in Service

Apostolic Action Plan
2027 – 2033





*‘Faith is not an added
“subject,” but a breath that
oxygenates every other subject.’*

‘School is the place where new generations can learn to seek and love the truth, to reflect on the meaning of life and to recognize the dignity of every person. For this reason, many parents, who want their children to grow in the capacity to form relationships, develop critical thinking skills and embrace solid values, place great expectations on schools as valuable partners in their children’s education. Yet parents have the primary and inalienable right to choose the kind of education and formation for their children, in a manner consistent with their moral, cultural and religious convictions.’

‘...the organization of schools, physical spaces, evaluation methods and the role of teachers themselves must be rethought in order to promote an authentically integral education that addresses every dimension of the person.’

‘The Church’s Social Doctrine invites families, schools, Christian communities and public institutions to form a renewed educational alliance. This takes shape when fundamental principles are translated into educational goals, including teaching students a sense of moderation and limits; recognition of the rights of others and of future generations to enjoy the goods that are either provided for us or made available by human ingenuity; freedom and responsibility; and a sense of transcendence and the common good. Schools are not called to follow the pace of the digital world, but to offer that which the digital sphere by itself cannot provide, namely a shared time for learning and developing trustworthy relationships.’

‘The Catholic school is an environment in which faith, culture and life intertwine. It is not simply an institution, but rather a living environment in which the Christian vision permeates every discipline and every interaction.’

‘Education does not measure its value only on the axis of efficiency: it measures it according to dignity, justice, the capacity to serve the common good.’

‘Our attitude towards technology can never be hostile, because “technological progress is part of God’s plan for creation”. But ... no algorithm can substitute what makes education human: poetry, irony, love, art, imagination, the joy of discovery and even learning from mistakes as an opportunity for growth.’

Quotes from the apostolic letter *Drawing New Maps of Hope*
Leo XIV, 2025

Quotes from the encyclical *Magnifica Humanitas*
Leo XIV, 2026

MESSAGE FROM

Archbishop Christopher Prowse

The year of Our Lord 2033 AD will mark two millennia since the most significant event in human history: the death and resurrection of our Lord Jesus Christ, Son of God, fully human and fully divine.

It is therefore most fitting that the evangelising outreach of Catholic education in our Archdiocese will be shaped by an Apostolic Action Plan that anticipates and moves towards this momentous time in history with vision, purpose and hope.

This new Apostolic Action Plan – we are not calling it a strategic plan as that uses language from the corporate world - will engage the “head, heart and hands” of all our students and their families, teachers and leaders, our parishes and our partners in the community, in an effort to ensure that all those who seek a Catholic Education in our Archdiocese are able to take up that offer of authentic integral human development.

The development of this new Apostolic Action Plan, “Grounded in Faith, Growing in Service”, has evolved listening to the voices of all these participants and contributors to the noble and essential commission of evangelisation.

There is a strong focus not only on teaching and learning and academic excellence but on ensuring, as Pope Leo affirms, that faith oxygenates every area of the curriculum.

It also ensures that we put in place initiatives to enhance the quality of education for students with a wide range of educational needs and backgrounds.

In addition, “Grounded in Faith, Growing in Service” takes seriously the challenge laid down to all people by the Holy Father in his first encyclical letter, *Magnifica Humanitas*, to engage with the epoch-changing technology of artificial intelligence in ways that enhance rather than undermine human dignity, the common good, and our ability to care for one another and the whole of God’s creation.

I thank all of those who have been involved in the planning and execution of this Apostolic Action Plan and ask the Lord to bless all our endeavours over the next seven years.



We acknowledge the Ngunnawal, Ngambri, Wiradjuri, Gundungurra, Ngarigo and Yuin peoples as the Traditional Custodians of these homelands. We pay our deepest respects to Ancestors and Elders past and present, and we honour all Aboriginal and Torres Strait Islander families within our community.



About

We exist to promote the educational purpose of the Archdiocese of Canberra and Goulburn by providing Catholic education that serves the mission of the Church, forming young people intellectually, spiritually and morally for lives of faith, purpose and service.

Established by the Trustees of the Roman Catholic Church for the Archdiocese of Canberra and Goulburn, we support 56 schools, 9 Early Learning Centres and 3 School Aged Care Services across the ACT and NSW. With a shared commitment to the mission of Catholic education, we employ over 4,000 staff to serve over 24,000 students with a wide diversity of needs.

All families that seek a Catholic education are welcome. The demand for our mission and offering is evidenced with over 10% growth in enrolments over the last ten years.



MESSAGE FROM

Peter Mullins Chair of the Board

The Board is pleased to be a partner in the development and implementation of this first Apostolic Action Plan for the newly incorporated entity that is Catholic Archdiocese of Canberra and Goulburn Education Limited (CACGEL). This corporate-sounding name for the entity of Catholic Education in our Archdiocese conceals the Gospel spirit which animates and inspires all involved: principals, teachers, support staff, the Archdiocesan Schools Office and the Board. While we may be a company under civil law, we are in fact a community – a theological and educational community – dedicated to the integral human development of all children and young people in our care. We aim to nurture their talents and interests and help them acquire the knowledge, capabilities and moral dispositions to allow them to live good lives, in every sense. In the age of AI, in undertaking this task, we face new opportunities and challenges. In the midst of this, in the words of Pope Leo, we seek to ensure the “magnificent humanity” of our students is nurtured.



MESSAGE FROM

David de Carvalho Executive Director

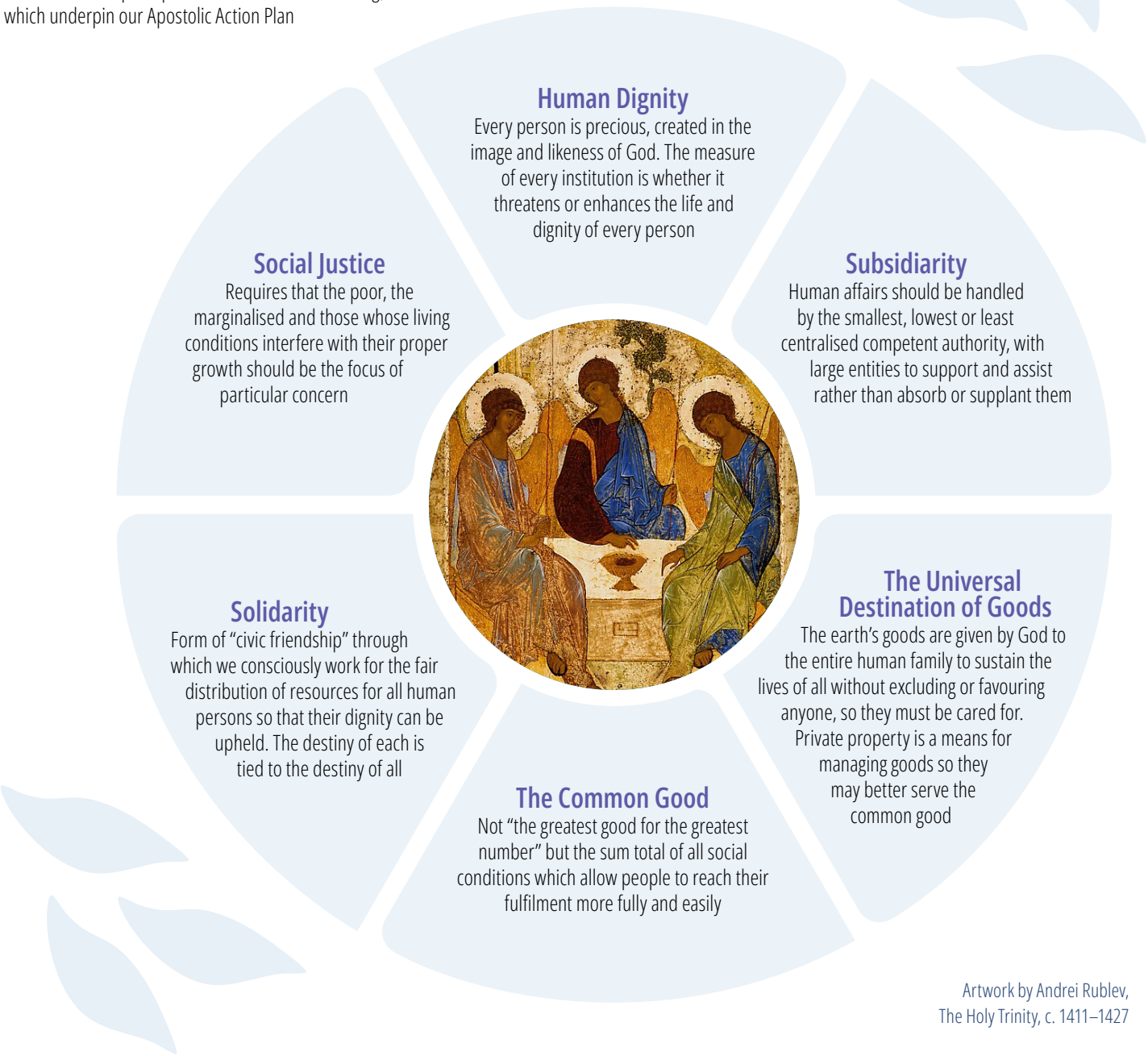
I am honoured to be leading the development and implementation of our Apostolic Action Plan for 2027 - 2033. We have an outstanding group of school principals and system leaders who are committed to ensuring the education we provide is not only second-to-none in terms of academic excellence but is faithful to our mission of making the Good News of Jesus known to all. This starts with welcoming all families who want a Catholic education, and making our students feel known, loved and cared for. When we create a strong community, learning can happen. As individuals and communities and as a system, we will strive to be grounded in faith, while growing in service.

We are committed to the principles and practice of ‘synodality’, which has been championed by Pope Francis and now also by Pope Leo. Synodality refers to an approach to communal decision-making that ensures everybody involved in our mission has a voice and listens carefully and prayerfully to the voices of others.

The Primacy of the Trinity

The God whose inner life is relationship

This informs the principles of Catholic Social Teaching, which underpin our Apostolic Action Plan



Grounded in Faith

Growing in Service



Our Vision

Our students become attentive, intelligent, reasonable, responsible and in love with the Triune God who creates, redeems and sustains them

Our Purpose

We exist to enliven the educational mission of the Archdiocese to make Jesus known and loved, through integral human development and invitation to faith

This image of a tree symbolises the intent of our Apostolic Action Plan. For our mission of Catholic education to grow in service – spreading its branches to provide an educational home for more families and communities – it must be grounded in faith, sending down deep and strong roots that connect us to the nourishment that only God can provide

I am the vine; you are the branches
John 15:5

Our Apostolic Action Plan

Our 2027 - 2033 Apostolic Action Plan will meet the challenges of our secular and digital age. Our overarching strategy will focus on offering an authentic Catholic education - integral human development - in a way that meets the needs of students, families, and staff and invites them to experience the joy of a personal encounter with Jesus.

The plan combines initiatives that engage our staff, students & families and parishes & partners to offer an authentic Catholic education

Our Teaching and Learning Bold Goals

BOLD GOAL 1

Faith oxygenates all areas of the curriculum in every classroom

BOLD GOAL 2

All schools achieve above expected growth in literacy and numeracy

Staff

Students & Families

Parishes & Partners



Beyond our teaching and learning bold goals, we aim to achieve these aspirations over the life of the plan

Staff

Faith Formation

Staff are supported to come to a deeper understanding and appreciation of our Catholic faith; and to implement a "Catholic Curriculum"

Growing Our Workforce

We identify, attract, retain and develop people who want to join us in the mission of Catholic education

Artificial Intelligence

Teachers understand how and why to use AI appropriately to enhance authentic learning and critical thinking

Leadership

Staff participate in effective leadership development to enable a high-performing, coherent system

Students & Families

Accessibility

Students and families are welcomed, and Catholic schools are accessible for all, with fair fees and funding

Pathways

Students and families are offered a Catholic education pathway from early years to Year 12

Engagement

Schools proactively engage with families in a way that supports the integral human development and wellbeing of students

Parishes & Partners

Synodality and Collaboration

Schools and parishes interact regularly and productively to energise the educational mission of the Archdiocese

Partnerships

Strong partnerships with community organisations are built and maintained to enhance opportunities and strengthen connections with and across the system

'Christian education is a collective endeavour. The educational community is a "we" where teachers, students, families, administrative and service staff, pastors and civil society converge to generate life. This "we" prevents water from stagnating in the swamp of "it has always been done this way" and forces it to flow, to nourish, to irrigate. The foundation remains the same: the person, image of God, capable of truth and relationship.'

- Pope Leo XIV

Our teaching and learning bold goals

BOLD GOAL 1

Faith oxygenates all areas of the curriculum in every classroom

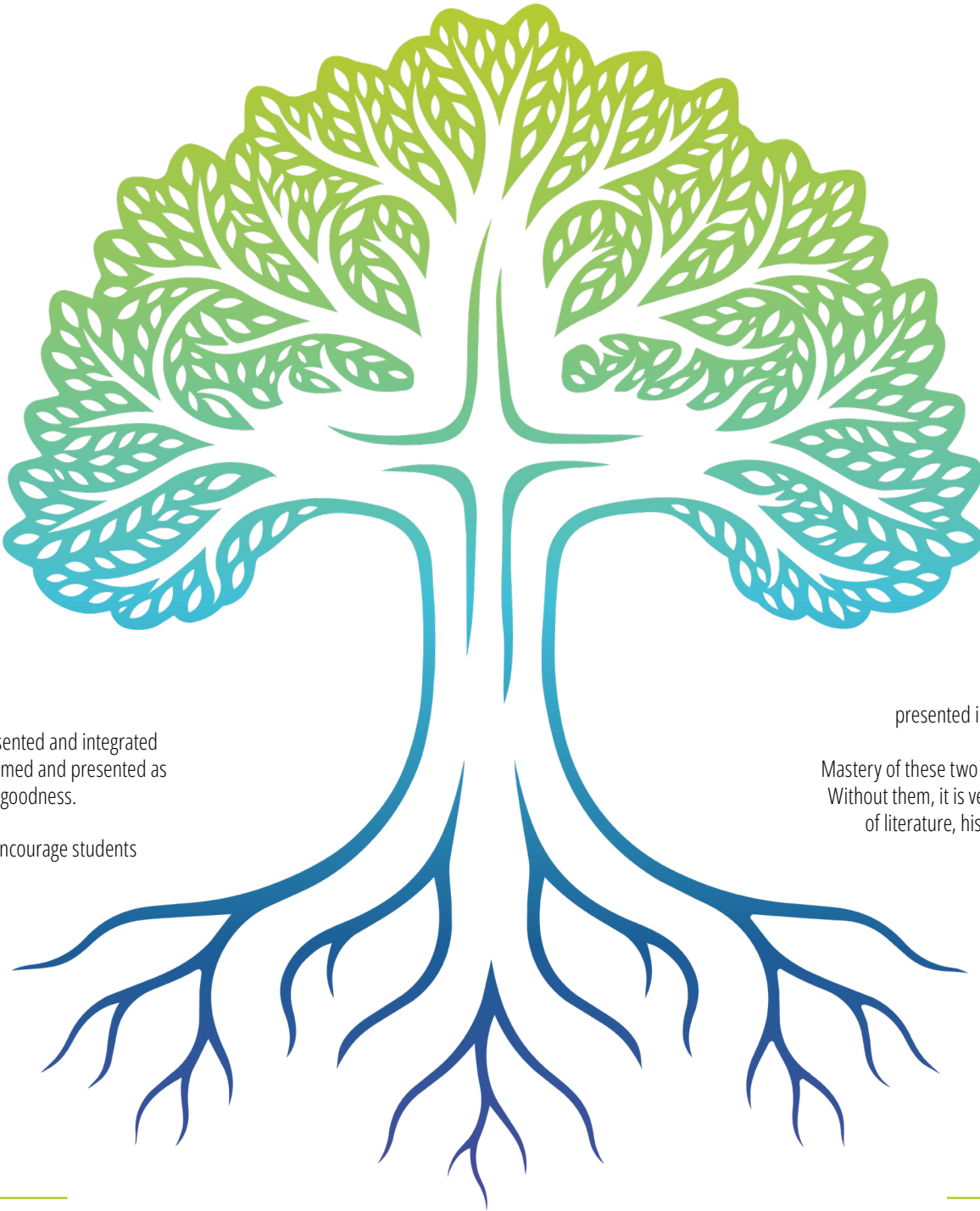
This bold goal comes from Pope Leo’s letter, “Drawing New Maps of Hope” in which he says that ‘faith is not an added “subject,” but a breath that oxygenates every other subject’ (Leo XIV, 2025). In Catholic schools, the Christian vision ‘permeates every discipline and every interaction’ (Leo XIV, 2026).

Oxygenating the curriculum with faith will mean all students and teachers are aware of themselves as both learners and doers, and aware that as they grow in understanding of truth, they grow in their relationship with God, the source of all truth. This awareness leads to a life of service to others.

A “Catholic Curriculum” is the way we describe the distinctive manner in which all subjects are to be presented and integrated in a course of studies available in a Catholic school. In a “Catholic Curriculum”, individual subjects are framed and presented as windows into a created and evolving world and as opportunities for discovering God’s truth, beauty and goodness.

Characterised by the union of faith and reason, our Catholic approach to curriculum and pedagogy will encourage students to live a life of wisdom and virtue. It is a universal invitation to critically explore the best of humanity, as expressed in the arts and sciences.

Achieving this goal will entail drawing on the Catholic intellectual tradition to develop a robust curriculum framework and associated professional development program for staff and appropriate support materials. This multi-year project will be known as “Insight”.



BOLD GOAL 2

All schools achieve above expected growth in literacy and numeracy

This bold goal also comes from “Drawing New Maps of Hope” where the Pope says that “literacy and numeracy are matters of dignity even before they are matters of competency.” It extends and incorporates our two previous bold goals (Every child is a competent reader; and High Impact Teaching Practices are visible in every classroom) associated with our “Catalyst” program.

Literacy is the ability to identify, understand, interpret, create and communicate using printed and written materials across various contexts. It includes reading, writing, listening and speaking.

Numeracy goes beyond arithmetic and mathematics. It is the ability to interpret information presented in mathematical form and use mathematical reasoning to solve problems and make decisions in daily life.

Mastery of these two foundational capabilities is not only essential for being able to participate effectively in society as adults. Without them, it is very difficult for students to engage effectively with all the other subjects in the curriculum, from the study of literature, history, science, technology and the arts, as well as vocationally oriented subjects. Furthermore, mastery of these capabilities allows students to unlock patterns of truth and meaning that transcend cultural and disciplinary contexts.

We will achieve this goal by adjusting our teaching based on information received from national, system-wide and school-level assessments, as well as the fruit of the best of current research into teaching and learning.

Our Method of Education: Integral human development, with Jesus at the centre

We will be developing an approach to curriculum (what is taught, and why) and pedagogy (how we teach) that is based on the Australian Curriculum and NSW Syllabuses and that builds upon our well-known initiative, “Catalyst”, which focused on evidence-informed High Impact Teaching Practices. These practices are now being embedded in our everyday teaching.

The core mission of Catholic education is integral human development (intellectual, physical, emotional, spiritual, social and cultural), with the person of Jesus at the centre. Not only was He fully divine, but He was also fully human, as we are called to become. Integral human development leads to positive action in the world: we want our students not only to be knowers, but also doers whose actions are a conscious expression of their love for God.

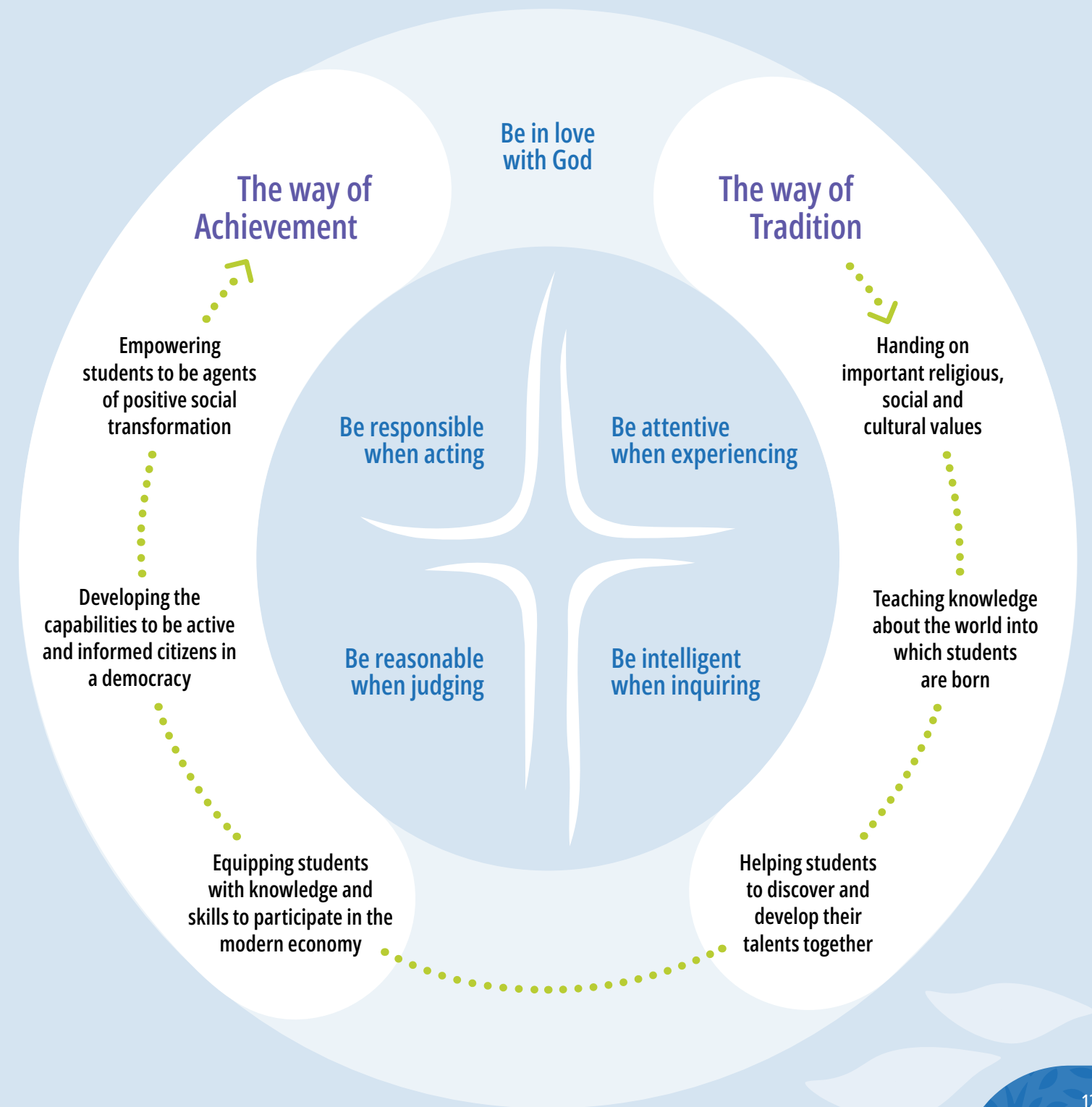
We are using the term “Catholic Curriculum” to describe this approach. It requires us to integrate faith and reason, which St John Paul II called the “two wings” by which the soul ascends to God. Catholic education sees God in all things and all things in God.

It also requires us to implement an educational method that combines two distinct but related movements.

A “downwards” movement whereby we “hand down” to our students vitally important religious, social, and cultural values through disciplinary knowledge about the world into which they have been born (the way of tradition). An “upwards” movement whereby we empower our students to think creatively and critically about their knowledge of the world, so as to apply it in ways that contribute to society and help transform their own lives and their communities for the better (the way of achievement). The world they help shape then becomes the world into which the next generation is inducted via the next iteration of the way of tradition. The cycle continues.

This method is at the heart of integral human development – which entails a dynamic combination of and movement through six mutually reinforcing purposes and phases of education. While both the way of tradition and the way of achievement are present at every stage, the former is more prominent in the early years, requiring more teacher-led direct instruction; the latter dominates in the senior years, allowing more inquiry-based pedagogical approaches once students have mastered foundational disciplinary knowledge.

Through this approach, our students will become more attentive, intelligent, reasonable, responsible, and in love with God.





Our focus for our students & families

Aspirations

Accessibility

Students and families are welcomed, and Catholic schools are accessible for all, with fair fees and funding

Encourage every family, regardless of faith background, socio-economic circumstances, ethnicity or educational need, to seek a Catholic education for their children

Pathways

Students and families are offered a Catholic education pathway from early years to Year 12

Grow our capacity to provide for up to 30,000 students, so more families who seek a Catholic education have the opportunity to do so

Engagement

Schools proactively engage with families in a way that supports the integral human development and wellbeing of students

Partner with families, the first educators of their children, to realise the full potential of each student through the development of their intellectual, spiritual, physical and social capabilities

Initiatives

- Design our school fees and remission policies to cater for capacity to contribute and family structures, ensuring funding can provide sufficient resources to deliver a high-quality education for all
- Refine our enrolment processes to better understand and support individual student needs
- Advocate for fair and adequate government support that recognises the contribution of Catholic schools to Australian society. Ensure they remain affordable for as many families as possible

- Develop specialised settings and facilities, strengthen vocational education, establish more early learning centres and expand our capacity in areas of demographic growth
- Strengthen integration between early learning centres, primary and secondary schools to offer a seamless transition through Catholic education
- Increase advocacy with Government authorities to release land, to grow capacity to serve our families and communities
- Work with other NSW Catholic education authorities to expand the virtual learning offerings available through our Carlo Acutis Virtual Learning Collaborative

- Trial the implementation of dedicated school-family liaison officers to improve engagement between schools, families and School Community Councils
- Create more opportunities for family faith formation, in partnership with parish communities
- Engage with students and families on the benefits and risks associated with digital technologies (e.g. devices, social media and AI) for student wellbeing
- Create targeted programs to support First Nations students (in consultation with our Indigenous Education Advisory Group) and students with additional learning needs, and gifted and talented students
- In partnership with communities, enhance our co-curricular and extra-curricular offerings to support the holistic development of students

Measures

Number of families from disadvantaged backgrounds who choose a Catholic education

Number of families who choose a Catholic education from Kindergarten to Year 12

Level of parent engagement as assessed through surveys



Our focus for our teachers, leaders & other staff

Aspirations

Faith Formation

Staff are supported to come to a deeper understanding and appreciation of our Catholic faith; and to implement a “Catholic Curriculum”
Build staff understanding and appreciation of our mission as integral human development, with the person of Jesus at the centre, so our schools remain authentically Catholic

Growing Our Workforce

We identify, attract, retain and develop people who want to join us in the mission of Catholic education
Address the increasingly challenging recruitment of people to the vocation of teaching, with an additional dimension in the context of Catholic schools

Artificial Intelligence

Teachers understand how and why to use AI appropriately to enhance authentic learning and critical thinking
Help students understand and use AI, which is impacting all aspects of life, in a way that enhances rather than undermines human dignity and the common good

Leadership

Staff participate in effective leadership development to enable a high-performing, coherent system
Support and empower school and system leaders to adapt to the changing demands of contemporary schooling

Initiatives

- Implement a system-wide framework to support faith formation for all our staff e.g. staff retreats and resources on topics such as the Primacy of the Trinity and how this underpins the principles of Catholic Social Teaching
- Provide the knowledge base and professional development for teachers and leaders to understand and implement a “Catholic Curriculum” - our Catholic approach to curriculum and pedagogy

- Funding provided for religious education teachers and senior school leaders to study
- Elevate the religious education leader role to Assistant Principal level with clear responsibilities and authority, where appropriate, to support leadership in small schools
- Implement a scholarship scheme in partnership with universities to attract senior secondary students into education, leading to employment pathways in our schools
- Continue to be an employer of choice through targeted recruitment initiatives and incentives to address workforce gaps
- Develop and implement additional professional development in Religious Education and Mathematics

- Develop and support schools to implement a framework for the appropriate adoption of AI that provides guidance to staff, students and families; that is informed by contemporary research; and that is aligned with Christian anthropology and the educational principles set out in Pope Leo’s encyclical letter *Magnifica Humanitas*
- Deliver specialised professional development on AI and work with teachers to design and implement units of work and lessons specifically created to teach about AI
- Develop and implement staff and student surveys about use of AI

- Empower Principals to lead our “Catholic Curriculum” teaching and learning agenda, whereby “faith oxygenates all areas of the curriculum”
- Implement a system-wide leadership development strategy, from Early Career to Principalship, that includes opportunities for emerging leaders to rotate between schools and secondments into the Archdiocesan Schools Office

Measures

Staff engagement with faith formation

Number of staff accredited to teach religious education

Staff and student survey results on understanding and use of AI

Staff survey results assessing consensus on system bold goals



Our focus for our parishes & partners

Aspirations

Synodality and Collaboration

Schools and parishes interact regularly and productively to energise the educational mission of the Archdiocese

Foster closer collaboration and cooperation between schools and parishes, as part of the broader mission of the Catholic community, to promote our shared Catholic mission

Partnerships

Strong partnerships with community organisations are built and maintained to enhance opportunities and strengthen connections with and across the system

Connect schools into their local communities, complementing the services and opportunities they offer students and developing their capacity to contribute to the common good

Initiatives

- Improve the close interaction with our parishes to support staff, students and families to engage with faith formation
- Jointly develop a “Shared Principles” framework with the Council of Priests that set out the ways parishes and schools work together to realise the mission of the Archdiocese, including the establishment of a regular program of liturgical celebrations that involves the local pastor for each school
- Clarify roles and responsibilities in relation to the resourcing of Sacramental preparation programs, taking local context into account
- Engage the Archdiocesan parent representative bodies in a synodal way, to hear their views on key issues

- Develop closer relationships with First Nations communities and organisations with a view to developing more opportunities for all our students to understand and value their histories and cultures and their contribution to Australia
- Continue to work closely with our partners Marymead CatholicCare and Royal Far West to support the wellbeing of students in vulnerable segments of society
- Enhance support for service learning and community connection, for example with St Vincent de Paul Society
- Explore new opportunities with local and national institutions such as the Australian War Memorial, Museum of Australian Democracy, Australian Catholic University, University of Notre Dame, local and international sporting organisations

Measures

Development of “Shared Principles” document with the Council of Priests

Number of partnerships at both school and system level with community organisations and institutions

We will provide access to all families who seek a Catholic education in NSW and ACT. Informed by demand for our schools and growth in population. Our Long-Term Capital Investment Strategy will be released in early 2027.

NSW Areas of Focus

- Explore opportunities for more Early Learning Centres (ELCs), e.g. Batehaven, Yass
- Define a clear strategy for our current central schools
- Develop a broader masterplan for growth areas, e.g. Goulburn and Queanbeyan
- Explore opportunities at St Patrick's Parish School, Cooma to establish Stage 6 (Years 11 and 12)

West Region

St Joseph's Primary School, Adelong
St Mary's Primary School, Batlow
St Joseph's Primary School, Boorowa
Sacred Heart Central School, Cootamundra
St Joseph's Primary School, Grenfell
St Patrick's Primary School, Gundagai
St Francis Xavier's Primary School, Lake Cargelligo
Trinity Catholic Primary School, Murrumburrah
St Anne's Catholic College, Temora
McAuley Catholic College, Tumut
St Mary's War Memorial School, West Wyalong
St Mary's Primary School, Young
Hennessy Catholic College, Young

East Region

St Bernard's Primary School, Batemans Bay
St Patrick's Primary School, Bega
St Joseph's Primary School, Bombala
St Bede's Primary School, Braidwood
Carroll College, Broulee
St Patrick's Parish School, Cooma
St Mary's Primary School, Crookwell
Saints Peter and Paul's Primary School, Goulburn
Trinity Catholic College, Goulburn
St Joseph's Primary School, Goulburn North
St Mary's Primary School, Moruya
Lumen Christi Catholic College, Pambula Beach
St Gregory's Primary School, Queanbeyan
Mt Carmel Primary School, Yass

- E

 Early Learning Centre
- P

 Primary School K-6
- S

 Secondary College 7-12
- C

 Central School K-10
- K

 K - 12 School
- 

 Canberra
- 

 Goulburn



ACT Areas of Focus

- Improve access to the ELC - Year 12 pathway across Canberra's regions
- Establish a "Cathedral Precinct" and consult with school communities about expanding opportunities for co-educational secondary education for families on the south side of Canberra
- Identify targeted opportunities for additional capacity in areas of growing demand

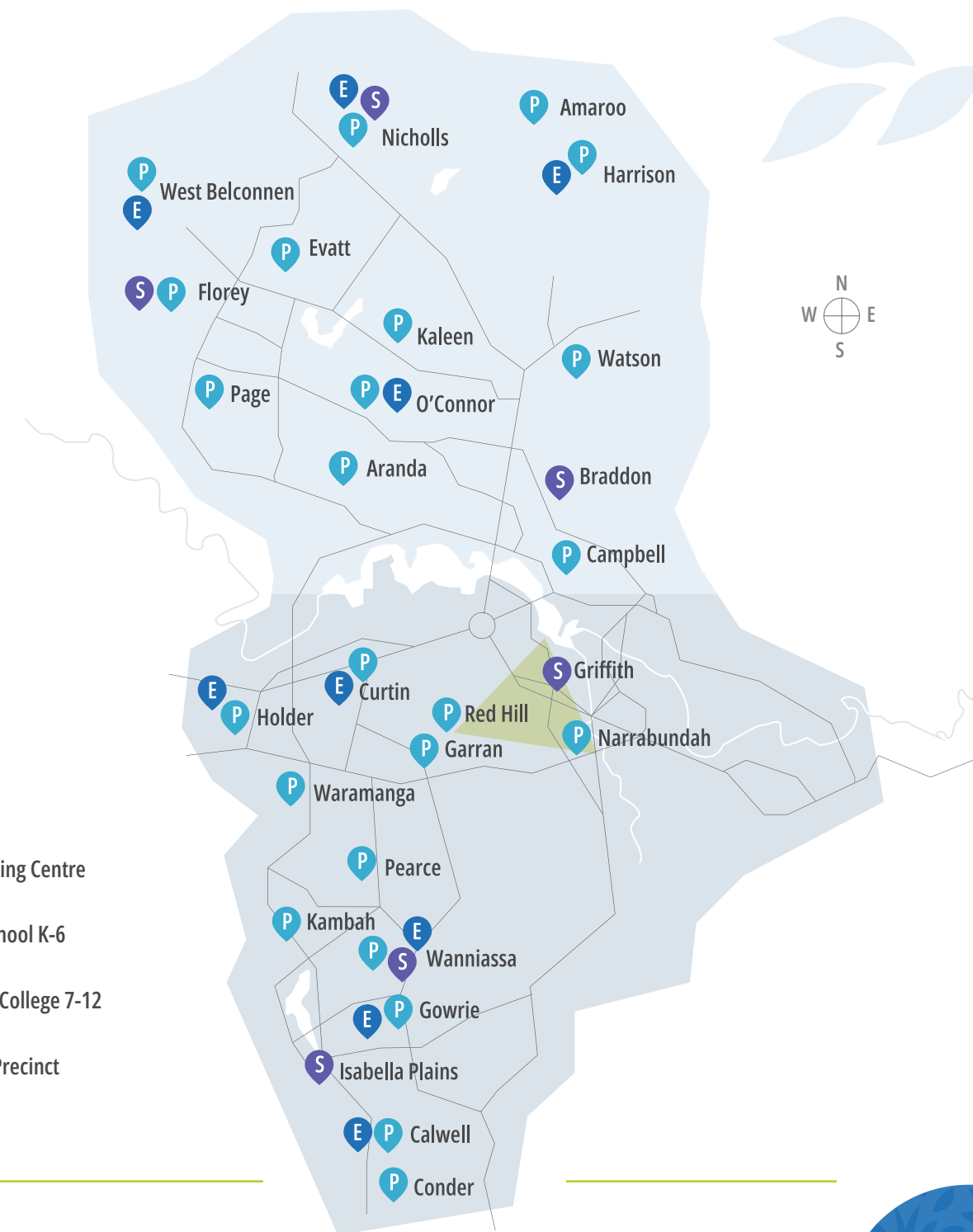
North Region

Good Shepherd Primary School, Amaroo
 St Vincent's Primary School, Aranda
 Merici College, Braddon
 St Thomas More's Primary School, Campbell
 St Thomas Aquinas Primary School, Charnwood
 St Monica's Primary School, Evatt
 St John the Apostle Primary School, Florey
 St Francis Xavier College, Florey
 Mother Teresa School, Harrison
 St Michael's Primary School, Kaleen
 Holy Spirit Primary School, Nicholls
 St John Paul II College, Nicholls
 St Joseph's Primary School, O'Connor
 St Matthew's Primary School, Page
 Rosary Primary School, Watson

South Region

St Francis of Assisi Primary School, Calwell
 St Clare of Assisi Primary School, Conder
 Holy Trinity Primary School, Curtin
 Sts Peter and Paul Primary School, Garran
 Holy Family Primary School, Gowrie
 St Clare's College, Griffith
 St Jude's Primary School, Holder
 St Mary MacKillop College, Isabella Plains
 St Thomas the Apostle Primary School, Kambah
 St Benedict's Primary School, Narrabundah
 Sacred Heart Primary School, Pearce
 St Bede's Primary School, Red Hill
 St Anthony's Parish Primary School, Wanniasa
 St John Vianney's Primary School, Waramanga

- E** Early Learning Centre
- P** Primary School K-6
- S** Secondary College 7-12
- Cathedral Precinct





cg.catholic.edu.au



**"Be servants of the world of education,
choreographers of hope, tireless seekers of wisdom,
credible creators of expressions of beauty."**

Drawing New Maps of Hope
Leo XIV, 2025