



# Heritage

CHRISTIAN SCHOOL

## 2017 ANNUAL REPORT

### HERITAGE CHRISTIAN SCHOOL

*Heritage Christian School is a K-12, independent school. It is a member of Christian Education National and is operated by the Hastings Associations for Christian Education (HACE) Ltd.*

*It exists primarily to provide Christ-centred education to families from around the Hastings region who are associated with local Churches. In doing so it assists parents in the upbringing of their children in a way that is both honouring to God and effective in witness and ministry.*

### Mission Statement

***Heritage Christian school – a vibrant, engaged community: educating – nurturing – empowering***

#### THE STRATEGIC PILLARS:

*To develop students as Christians who are prepared for life; motivated to make difference.*

*To provide high quality teaching and learning programs.*

*To provide a safe learning environment.*

*To increase resources to support staffing and have a strong physical, financial infrastructure.*

*To be the Christian school of choice in the district.*

## **1. Message from Chairman of the Board**

In my final message as Board Chair I would like to say thank you.  
I thank you for the support and prayers that I have received and acknowledge that I could not have done the job or held this position without it. So thank you to my Family, Friends and the Heritage Christian School Family.

I Thank God for his continuing Blessings on Heritage, I thank Him for the impact he is having on our Students, Staff and School Community, in the past, the present and the future...

His provision allows us to be in the position that we are.  
Continually Growing and Developing into the School he wants Heritage to be.

A school looking, to Educate, to Nurture, to Empower His Children, enabling them to be the people that he desires them to be.

### **GOD'S PEOPLE**

The continued development and refurbishment of our property allows us to grow as a community and to build on Gods Kingdom, to be able to impact more lives for Him.

Please continue to Pray for our, Students, Staff, Families, School community, the School Board and the School Executive

Again, Thank you for your continued support and prayers during my time at Heritage.  
Where it has been an honour and privilege to serve God and you.

Vaya Con Dios

**Colin Lowe**

**Board Chairman**

## **2. Message from the Principal**

2017 has seen significant change at Heritage. Three major building projects were commenced, with completion of the Woolshed Performing Arts Centre taking place, the commencement of the second storey extensions to H Block, and the addition of a second Library Computer Laboratory. With continued enrolment growth, and an expansion of subject offerings for Years 11 and 12, these new facilities will enrich the educational experiences of our students.

The educational landscape in Australia is constantly changing, and our school's ability to meet those challenges is dependent upon us maintaining an absolute commitment to quality teaching staff and programmes. To that end the school has entered into a four year Professional Development Programme that will see the further development and implementation of the 'Visible Learning' project across Kinder to Year 12. This PD programme taps in to the latest educational research and driven by a 'evidenced based' approach to learning. To support this project, a new Head of Teaching and Learning position has been created, and we are very excited to see Mrs Casey Baldwin step in to that role for 2018.

I would like to publicly acknowledge the effort and dedication of our staff, and the way they go about supporting each individual student. It is a joy to work with such a wonderful group of professionals, who are not just great teachers but great people. When you add to this the wisdom and strength of our school Board, we are well equipped to face the challenges of the future.

I greatly appreciate the support of our whole school community, and it is humbling to work alongside so many talented and capable people. We have been richly blessed by God in so many ways, and His grace and provision underpins everything we achieve.

Yours in His Service

Geoff Brisby

M.Ed; Grad.Dip.Ed.Studies; B.Teach; Dip.D&M; Cert IV Government Investigations; CEPA.

### 3. Student Outcomes

The results achieved by Heritage Christian School students in external tests in 2017 were once again solid and tell part of the story. We aim for individual excellence in knowledge and skills, with all students being encouraged to do their best at all times, but we aim for this within the framework of the development of Christian character and godly relationships.

#### Student Outcomes in NAPLAN (2017)

The following table summarises results and compares them to state-wide scores. The number in brackets after the Year indicates the number of students in that year level who sat for these exams.

This is significant as a reminder that we are dealing with very small groups in our school results. For example, if one student in Year 5 does poorly in the writing test, as a result from misreading the question, that will have a dramatic negative impact on the average score of our Year 5 group.

Of course, a similar factor can also work in reverse and skew results positively.

Year 3 (?)	Reading	Writing	Spelling	Grammar & Punctuation	Numeracy	Data, Measurement, Space & Geometry	Number, Patterns & Algebra
<b>NSW</b>	436.5	421.2	426.6	444.3	416.1	412.1	418.4
<b>Heritage</b>	416.3	437.2	429.5	457.3	425.2	415.1	432.2
Year 5 (?)	Reading	Writing	Spelling	Grammar & Punctuation	Numeracy	Measurement, Data, Space & Geometry	Number, Patterns & Algebra
<b>NSW</b>	508.5	477.9	507.9	506.3	499.6	497.1	500.3
<b>Heritage</b>	479.5	418.4	483.6	504.4	477.7	470.1	482.9
Year 7 (?)	Reading	Writing	Spelling	Grammar & Punctuation	Numeracy	Measurement, Data, Space & Geometry	Number, Patterns & Algebra
<b>NSW</b>	548.6	516.8	558.3	546.6	560.2	558.2	561.0
<b>Heritage</b>	517.7	471.3	499.2	495.6	515.8	521.1	510.6
Year 9 (?)	Reading	Writing	Spelling	Grammar & Punctuation	Numeracy	Measurement, Data, Space & Geometry	Number, Patterns & Algebra
<b>NSW</b>	588.8	559.1	591.8	582.7	602.9	603.0	602.3
<b>Heritage</b>	583.4	537.8	581.3	574.1	576.3	577.9	575.7

#### Student Outcomes in HSC (2017)

There were 14 students from Heritage Christian School who presented for the Higher School Certificate - considerable care must be taken when comparing results against state averages

Subject	Heritage Average Score	NSW Average Score
Ancient History 2 unit	60.5	71.67
Biology 2 unit	69.18	74.30
Business Studies 2 unit	67.40	73.17
Chemistry 2 unit	71.40	75.28
Design & Technology 2 unit	58.00	76.75
Drama 2 unit	79.36	77.68
English (Advanced) 2 unit	69.59	80.96
English (Standard) 2 unit	55.93	69.19
English Extension 1 1 unit	35.05	41.26
Hospitality Examination (Food & Beverage) 2 unit	67.37	72.09
Mathematics Extension 1 2 unit	58.80	81.09
Mathematics General 2 2 unit	61.14	68.51
Mathematics 2 unit	69.73	77.96
Modern History 2 unit	67.93	73.73
Music 1 2 unit	80.47	81.45
Personal Development, Health and Physical Ed.	68.93	71.03
Physics 2 unit	63.66	73.45
Studies of Religion 1 1 unit	38.36	38.77
Textiles & Design 2 unit	70.20	77.31

## 4. Professional Learning and Teacher Standards

### Heritage Christian School - Professional Learning Undertaken by Teaching Staff in 2017

Teacher's Name	Professional Learning Undertaken in 2016
BALDWIN, C	Jan & July 2017-In-Service PD
BALDWIN, M	16/9-Sport's Coordinator Meeting for Zone, Jan & July 2017-In-Service PD
BAYLY, D	Jan & July 2017-In-Service PD
BEAVER, P	24/11-Delta T Maths Conference, Jan & July 2017-In-Service PD
BRISBY, G	Jan & July 2017-In-Service PD
BRUCE, B	Jan & July 2017-In-Service PD
BURLEY, K	10/3- NSW Literacy & Numeracy Action Plan Writing Workshop, Jan & July 2017-In-Service PD
CARRASCO, C	Jan & July 2017-In-Service PD
COOPER, G	22/7-Girls & Women with Aspergers Syndrome Workshop, Jan & July 2017-In-Service PD
COOPER, K	11/3-Hospitality Workshop, 20/10-Cheese Making Workshop, Hospitality Qualification Day, Jan & July 2017-In-Service PD
DAY, J	Jan & July 2017-In-Service PD
DURES, M	Jan & July 2017-In-Service PD
ENGLISH, J	Online (March)-ASCA Level 1 Strength & Conditions Coaching Course, 4/11-HSC Marking training, 16/11-Duke of Edinburgh Gold Award Ceremony, Jan & July 2017-In-Service PD
FOWLER, S	Jan & July 2017-In-Service PD
HAZELGROVE, M	30/5-1/6-Christian Schools Library Conference, Jan & July 2017-In-Service PD
HINDLEY, C	16/2-“Kids Matter” Workshop, Jan & July 2017-In-Service PD
HONE, L	16/3-Accreditation at Proficient Teacher Workshop, Jan & July 2017-In-Service PD
I'ANSON, L	Jan & July 2017-In-Service PD
IRWIN, L	7/3- NSW Literacy & Numeracy Action Plan Writing Workshop, Jan & July 2017-In-Service PD
JAGGERS, J	Jan & July 2017-In-Service PD
JENKINS, T	17/5-Lesson Observation & Feedback Workshop, Jan & July 2017-In-Service PD
KEW, R	19/8-Diploma in Business Administration session, 13/9-Law School Seminar, 24/10-Diploma in Business Administration session, 5-7/12-New Learning Management Scheme & Mentoring DP at Dubbo CS, Jan & July 2017-In-Service PD
KILLICK, E	Jan & July 2017-In-Service PD
KIRKPATRICK, R	7/3- NSW Literacy & Numeracy Action Plan Writing Workshop, Jan & July 2017-In-Service PD
KOSMEIER, M	10/3- NSW Literacy & Numeracy Action Plan Writing Workshop, Jan & July 2017-In-Service PD
LENORD, L	10/3-NSW Literacy & Numeracy Action Plan Writing Workshop, 23/8-“Kids Matter” Workshop, Jan & July 2017-In-Service PD
McDONALD, M	24/10-Google Conference/Workshop (Maths Teaching with Technology), Jan & July 2017-In-Service PD
REYNOLDS, K	7/3-NSW Literacy & Numeracy Action Plan Writing Workshop, 27/7-PAT Maths for Action Research, Jan & July 2017-In-Service PD
SAKAMOTO, Y	Jan & July 2017-In-Service PD
TAFAI, S	30/8-Marking Visual Arts Major Works @ Taree CS, Jan & July 2017-In-Service PD
TAYLOR, L	3-8/3-Bell Shakespeare Regional Teachers Mentorship Scholarship, 21-25/10-HSC Marking Training, Jan & July 2017-In-Service PD
VANDERZEE, M	4/4-Teacher Resilience & Wellbeing Workshop, Jan & July 2017-In-Service PD
WEATHERSTONE, B	17/5-Lesson Observation & Feedback Workshop, Jan & July 2017-In-Service PD
ZHU, J	Jan & July 2017-In-Service PD

***Heritage Christian School - Teaching Staff Details – 2017***

No.	Name of teacher	Category (i) or (ii) in accord with section 3.2.1 of Manual	BOSTES 1) accreditation number 2) level (if applicable) or 'Existing Teacher'	1) Formal qualifications 2) Institution(s) 3) Year(s) obtained  * if applicable, date AEI- NOOSR equivalence granted	Teacher Qual's on school file Y/N	Date employed by school	Number of years primary teaching experience	Number of years secondary teaching experience	Full-time equivalent (FTE)	1) Subjects taught 2) Classes/ Years 3) Areas of special responsibility (eg Principal)
	<b>Total Full Time Equivalent (FTE) teaching staff ➔</b>									29.65
1.	BALDWIN, C	(i)	238787 Existing Teacher	B.AppSc (Enviro Studies) (CSU, 1996) Grad.Dip.Edu (Uni of Wollongong, 1999) Teacher's Cert (NSW DET, 2000)	Y	2007	0	17	0.9	Biology 12, Child Studies 9-10
2.	BALDWIN, M	(i)	2623452 Proficient	B.Arts/B.Teach (UNE, 2013) Spanish Bilinguals (UNSW 1996) Spanish for Beginners (UNSW 1993),	Y	2015	0	4	0.8	Core 7A & B, Spanish 9/10, Careers School Sports Coordinator
3.	BAYLY, D	(i)	178684 Proficient	B.Ed (Uni of SA, 2006)	Y	2010	7	6	0.883	Primary RFF, Drama 8-12, Sport, Bible 9/10, Tas 7/8
4.	BEAVER, P	(i)	214150 Proficient	B.Arts Maths Major (Macq Uni, 2005)	Y	2008	0	13	1.0	Mathematics 8-12, Mathematics Mentor
5.	BRISBY, G	(i)	Existing Teacher	M.Ed (ICTE, 2002) Grad.Dip.Ed.Stud (SCU, 1998) B.Teach (SCU, 1996) Dip.D&M (SMBC, 1986) Cert, Aircraft Engineering NSWTAFE, 1978)	Y	2011	21	18	1.0	Principal
6.	BETENSON, L	(i)	Existing Teacher	B. Arts (Hons) Eng 1996- 1999, Lit & Lang (Uni of Surrey) Postgrad Cert. Ed (London 1999)	Y	2017	19	1.5	0.7	Maths 7, English 7, Student Support, Stg 6 Work Studies, Sport

7.	BRUCE, B	(i)	Existing Teacher	Dip Teach. (UNE 1994) B.Ed (UNE 1995) M.Ed (UNE 2003),	Y	2014	23	0	1.0	Year 4
8.	BURLEY, K	(i)	241265 Proficient	B.Ed (SCU 2002)	Y	2013-14 Cas 2015 Perm	9	0	0.8	Year 1
9.	CARRASCO, C	(i)	261450 Provisional	B.Ed (Avondale College 1997) MA in Health Ed (Avondale College 2013)	Y	2014	0.5	9	0.5	PDHPE 7-12, Sport
10.	COOPER, G	(i)	Existing Teacher	Dip Teach (Alexander Mackie CAE -1974) Cert of Teach (NSW DofE 1977) Grad Dip of Adult Ed (UTS 1994)	Y	2012	23	17	0.8	Special Needs (K-12)
11.	DAY, J	(i)	286612 Provisional	B.Teach (Primary) (SCU- 1994)	Y	2016	7.5	1	0.7	Year 1, English 7, Maths 7, Student Support
12.	DURES, M	(I)	2754273 Provisional	B.Arts, B.Ed (Primary), (Uni Newc 2014)`	Y	2015	3	0	1.0	Year 6
13.	FOWLER, S	(i)	Existing Teacher	Bach.Science, Dip.Teach. Sec.Science (Kuring-Gai College of Adv.Ed - 1979)	Y	2013	0	39	0.7	Physics & Chemistry – 11- 12
14.	HAZELGROVE, M	(i)	Existing Teacher	Dip.Teach Primary (Uni of Syd 1987), Cert. Gifted Ed (UNSW 2006)	Y	2004	19	3	1.0	Teacher Librarian, Science 5, Student Enrich
15.	HINDLEY, C	(i)	Existing Teacher	B.Teach (Christian Heritage Col 1998)	Y	2000	20	0	1.0	Primary Co-ordinator, Year 5
16.	HOBBS, L	(i)	3038868 Provisional	B. Edu (Secondary), B. Design & Technology 2016	Y	2017	1	0	0.883	D&T 11/12, Technics 9/10, Hospo 11/12, Tas 7/8, Food Tech 2 9/10, Geography 9
17.	HONE, L	(i)	181939 Provisional	B.Ec (Uni of Syd 1990) Grad Dip of Ed (Secondary) (Wesley College 2014)	Y	2014	0	4	0.7	Business Studies 11-12, SOR 11-12, Economics 11, Sport

18.	I'ANSON, L	(i)	289906 Provisional	B.Music (Ncle Uni 2014) Grad.Dip.Ed (Exelsia College 2015)	Y	2016	2	2.5	1.0	Music K-12
19.	IRWIN, L	(i)	269671 Conditional	B.Ed(Prim) (Syd Col of Ad Ed 1989) Grad.Dip. of App Sc(Teacher Librarian) (Ed Cowan Uni WA 1995) B.Ed(Prim) (4 <sup>th</sup> Yr Upgrade) (Aust Cath Col 2015)	Y	2014	18	0	1.0	Kindergarten
20.	JAGGERS, J	(i)	Existing Teacher	Dip.Ed (Uni.South.QLD- 1996), Bach.Arts (ANU- 1995)	Y	2013	0	12	0.8	English 8/9, 11/12 Modern History 12
21.	JENKINS, T	(i)	Existing Teacher	Bach.Teach (Deakin Uni- 1995, Bach.Ed (Deakin Uni- 1996, Mast.Ed (Deakin Uni- 2008	Y	2015	4.5	2.5	1.0	English 7 & 10, Science 7, Academic 8, Sport
22.	KEW, R	(i)	Existing Teacher	B.Art (Macq Uni, 1990), Grad.Dip.Ed (Uni of Melb 1992), M Ed. (Uni of Melb 1995), B Theo (NTM College, 1995)	Y	1999	0	28	1.0	Extension English 11-12, Deputy Principal
23.	KILLICK, E	(i)	197583 Proficient	Dip. Teach – Primary (Uni of Wol. 1994)	Y	2013	12	0	0.8	Year 5
24.	KIRKPATRICK, R	(i)	2439945 Proficient	B.Teach. Early Childhood Ed (UNE, 2000) B.Ed Early Childhood (UNE 2011)	Y	2013	6.5	0	1.0	Year 2
25.	KOSMEIER, M	(i)	204092 Proficient	B.Ed Prim (Avondale College 1998)	Y	2015	12	0.5	1.0	Year 3
26.	LENORD, L	(i)	229976 Existing Teacher	Dip.Teach (Nepean Col of Ad Ed 1988), B.Ed Gen Prim (Uni of West.Syd 1990)	Y	1992	28	8	0.8	Head of Student Support, Innovation, School Development
27.	MCDONALD, L	(i)	314420 Provisional	B. Secondary Edu (Phys & Health Edu)2013, Cert 4 Training & Assess 2015	Y	2017	0	4.5	1.0	PDHPE 7, 8, 10, 11, Maths 9, Pass 9/10, SLR 11/12, Sport
28.	MCDONALD, M	(i)	284062 Conditional	B.Arts (UNSW 2014) Maths Single Study (CSU 2014) Grad Dip.Ed (Excelsia College 2015)	Y	2015	0	3	1.0	Mathematics 7, 10-12, Extension Mathematics 11, Commerce 9/10, Sport

29.	REYNOLDS, K	(i)	Existing Teacher	B.Teach Primary – (UWS 2002) Grad.Cert.Ed (CSU 2008) Dip.Theology (SMBC 2012)	Y	2013	15	4	0.6	Literacy/Numeracy Program, Educational Development
30.	SAKAMOTO, Y	(i)	222245 Proficient	B.Arts (Pool Gakuin Uni, Japan 2000) B.Arts (Tabor Adel 2005), Grad Dip in Learn & Teach. Secondary (USQ 2006)	Y	2007	9	9	0.233	LOTE 7
31.	TAFAI, S	(i)	Existing Teacher	B.Graph Des (Auck Inst of Tech 1995), Dip.Teach Secondary (Auck Col of Ed 1998)	Y	2002	0	18	0.833	Visual Art 7-12, TAS 7/8, Photography 9-10, Sport
32.	TAYLOR, L	(i)	248836 Proficient	B.Art/B.Teach (UNE 2012)	Y	2012	0	6	0.617	English 10-12, Legal Studies 11
33.	WEATHERSTONE, B	(i)	Existing Teacher	Dip.Teach (Syd Teachers Col 1977), B.Ed Conversion (Col of Christian High Ed Inc 2009)	Y	1996	0	41	1.0	History 9-10, Geography 10, Textiles 9-12, TAS 7/8, Anc History 11
34.	WILLIAMS, J	(i)	Existing Teacher	B.Arts, Dip Edu 1995	Y	2017	0	22	0.6	Geography 10, Core 8, Legal Studies 11, FT1 9/10
35.	ZHU, J	(i)	257325 Provisional	B.Env.Eng (Shanghai Uni 2010) M.Teach.Sec.Science (Ncle Uni 2013)	Y	2016	0	2	1.0	Science 8-10, Mathematics 10, Biology 11

These details are current as at December 2017.

Heritage Christian School acknowledges the funding provided under Smarter Schools National Partnership on improving Teacher Quality and facilitated by the Independent Schools Centre for Excellence. The funding for **supporting teacher accreditation** allows us to support teachers in their professional work and build teacher capacity across the independent sector in NSW.

## 5. Workforce Composition

### General Statements

- All staff at Heritage are committed Christians equipped to design curricula, programs and lessons that substantially reflect the aims, philosophy and policies of the school.
- Staff church affiliation is multi-denominational.
- Staff are employed in accord with applicable Awards and Government requirements.
- All new staff are required to undertake professional development and appraisal using the NESA criteria as applicable. Staff employed prior to the establishment of the NSW Teachers Institute (now NESA), utilize these same competencies as a voluntary code of professional development and appraisal.
- All teaching staff take part in professional development programs during the January and July Professional Development weeks. It is estimated that all staff participated in a minimum of 50 hours professional training and development, including:  
First Aid; Child Protection; Work Health and Safety; Programming; Curriculum Development; Assessment and Reporting; and Duty of Care issues.

### Full Time / Part Time Staffing (2016):

Teaching Staff	Support Staff	Totals
• 16.0 x FTE Teaching	• 2.0 x FTE Receptionist, PA	Teaching Staff: 25.299x FTE
• 13.649 x PTE Teaching	• 4.8 x FTE Administration (including Principal, Student Support & Business Manager)	Support Staff: 10.217 x FTE
	• 5.6 x FTE Teachers' Aides	
	• 0.8 x FTE Maintenance	
	• 0.6 x FTE Information Technology	
	• 0.357 x FTE Chaplain	

**Note:** All teaching staff are qualified/registered as per the Institute of Teachers Act 2004. There were no Indigenous staff members employed during 2017. These figures are current as at December 2017.

### Staff Gender Balance:

Gender	Teaching	Non-Teaching	Totals
Male	12	4	16
Female	22	17	39
<b>Totals</b>	<b>34</b>	<b>21</b>	<b>55</b>

### Staff Qualifications:

Teaching Qualifications	Number of Staff
Degree/Diploma	37
Masters, Honours or other Post Graduate	6

## **Staff Retention**

The following staff were added to Heritage Christian School during 2017: Mr Luke McDonald, Mrs Jennie Williams, Mrs Betenson, Miss Hobbs, Kmegabith Wilberforce, Vivienne Tibbs. The following staff departed Heritage Christian School during, or at the end of, 2016: Jason English, Mrs Karen Cooper, Mrs Linda Marsh.

## **Staff Attendance**

There were approximately 5472 FTE teaching days, with approximately 4.7% (258 days) sick leave loss.

## **6. Senior Secondary Outcomes**

*At Heritage we aim to equip and encourage our senior students to reach their full potential. We aim towards students reaching an ATAR score equivalent or higher to what is required for them to progress to University in the course that they desire. For those students who are wanting to head towards trades and other Tertiary Education, we endeavour to support them along the way towards their goals also.*

## **7. Student Attendance and Management of Non-Attendance**

### Attendance Procedures

#### **Purpose:**

- a) Maintain an accurate register of enrolment
- b) Ensure that students enrolled at HCS (both compulsory school-aged children and post-compulsory school aged children) attend HCS as they are able
- c) Record attendance and absence accurately, efficiently and effectively
- d) Comply with all legal requirements

#### **We believe:**

1. School is an extension of the home and staff members act "in loco parentis" during school hours
2. Monitoring of enrolment and attendance is part of the school's duty of care

#### **Therefore we will:**

1. Encourage and expect all students to attend school where at all possible unless sickness, injury, appointment or a family matter prevails.
2. Maintain a register of enrolments that includes for each student:
  - a. Name, age and address
  - b. Name and contact telephone number of parent(s)/guardian(s)
  - c. Date of enrolment and, where appropriate, the date of leaving the school and the student's destination school.
  - d. For students older than 6 years of age, previous school or pre-enrolment situation
  - e. Where the destination school of a student below 15 years of age is unknown, a record that a Department of Education and Training Officer with home school liaison responsibilities was notified of the student's name, age and last known address.
3. Retain the register of enrolments for a minimum period of 5 years before archiving

4. Monitor the daily attendance/absence of students by:
  - a. maintaining electronic class rolls which contain:
    - i. noting of only absences in accordance with the directions outlined in the roll
    - ii. reason for absence in accordance with the directions outlined in the roll
    - iii. documentation from parent/guardian to substantiate reason for absence from school or class. This documentation will include:
      1. child's name and class
      2. date of absence
      3. reason for absence
      4. signature of parent/carer
  - b. Marking the class rolls each day for K to 6 and for Years 7-12
  - c. Marking class lists at special events such as sporting carnivals, excursions and off-site activities and transcribing information into rolls
  - d. Maintaining a partial absence note system administered by Office personnel
  - e. Maintaining the privacy of information in the rolls in accordance with the Heritage Privacy Policy
  - f. Retaining the class rolls and documentation for 7 years after the last entry was made
  - g. Follow up unexplained extended absences by:
    - i. sending home an "Absence Note Reminder" form if a written reason from the parent/ guardian is not received
    - ii. alternatively phoning the parent/caregiver
    - iii. absences remaining unexplained toward the end of a reporting period are followed up by letter home
  - h. Follow up Partial Absence notes as needed
  - i. Providing parents and carers with pro forma absence notes for their use
5. Contact parents/guardians regarding poor school and/or class attendance. (Team Leader)
6. Transfer unsatisfactory attendance information to students' files

#### **Student Attendance Rates for 2017**

<b>Year</b>	<b>Number of Students</b>	<b>Total Days Absent</b>	<b>Attendance Percentage</b>	<b>Average Days Absent/student</b>
<b>Kindergarten</b>	17	234	92%	13.76
<b>1</b>	22	520	87.79%	23.6
<b>2</b>	22	361	92.28%	16.41
<b>3</b>	20	280	93.21%	14
<b>4</b>	27	465	92.01%	17.2
<b>5</b>	15	341	93.12%	22.73
<b>6</b>	27	665	92.15%	24.6
<b>7</b>	43	1036	88.81%	24
<b>8</b>	28	610	89.03%	21.79
<b>9</b>	32	986	84.97%	30.81
<b>10</b>	38	1429	85.04%	37.61
<b>11</b>	22	512	92%	23.27
<b>12</b>	26	634	86.3%	24.4

In 2017 the average student attendance is as follows:

Secondary campus 87.69%

Primary campus 91.79%

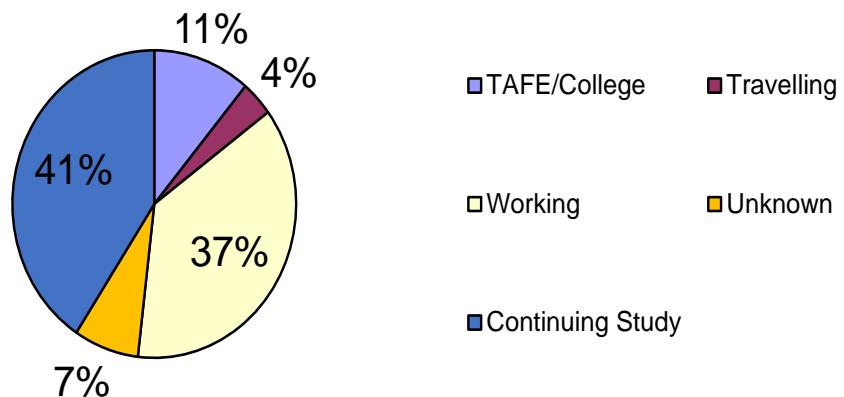
## 8. Retention of Year 10 to Year 12

Year 10 2016	Year 11 2017	Retention Rate %
31	25	81%
Year 11 2016	Year 12 2017	
32	30	94%

Overall student retention rate from 2016 to 2017 was 88%.

## 9. Post-School Destinations

### 2017 (HSC) Higher School Certificate Post-School Destinations



## **10. Enrolment Policies and Characteristics of the School Body**

- **Enrolment Policy**

### **RATIONALE**

Heritage Christian School is based on the commitment to God by the members of the Hastings Association for Christian Education to build a school where Christian values form a basis of education.

While all people are created in the image of God, children do not possess the necessary skills, wisdom, knowledge or understanding to be self-sufficient in the world. They are to be educated, and true education can only be carried out through the illumination of the Holy Spirit and the truths of the Bible.

In partnership with families it is the mission of Heritage Christian School to develop in our student's abilities, talents and values that will enable and empower them to fulfil their role in the world as the children of God.

The particular purpose of this policy is to:

- Provide a consistent and transparent process for enrolment at the School;
- Ensure that all parents and carers seeking enrolment are aware of and supportive of the Biblical foundation and teachings of the School;
- Comply with legal obligations and provide legal protection where policy and procedures are challenged.

### **POLICY STATEMENT**

Heritage Christian School has designed and adopted the Enrolment Policy to:

- Reflect HCS's Biblical ethos and constitution
- Be transparent, fair and based on selection criteria informed by the Biblical foundations of the School;
- Ensure a just and equitable use of resources for the best interests of its current and future community, always conscious of the wider community within which it is situated, and in the context of meeting funding and legislative requirements;
- Promote partnership between the School and families and other entities in the best interests of the students;
- Develop a school community whose student population reflects the diversity of the social and financial circumstance and academic ability of the wider community.

### **DEFINITIONS**

#### **Parent, Guardian, Carer**

The person/s charged with legal responsibility for the long term interests of the student until the student is 18.

#### **Expression of Interest**

The enquiry made by parents/guardians and carers expressing an interest in enrolling their student at some time in the future. If placed on the waiting list there is often the requirement of an administrative fee. An expression of interest is not a guarantee of enrolment.

#### **Enrolment Application Form**

The form is to be completed close to the time the parents/guardian or carers seek to have their child commence at the School. It provides the basis of the interview process which may lead to an offer being made to the parents/guardians of the applicant. All information sought must be provided prior

### Statement of Faith

As a condition of enrolment the parents/carers must be able sign the Statement of Faith in good faith.

### Interview

This is a meeting of parents/guardians, the applicant student and a school officer. It is a step in the enrolment process and does not constitute an offer.

### Offer

This refers to an offer of a place which may or may not be made to the parents after the interview. All offers are dependent on the conditions expressed in the Enrolment Contract being accepted by the parents/carers and are at the sole discretion of the Principal.

### Enrolment Process

This process includes three steps that are usually taken to enrol a student in the School. The three steps are:

- The enrolment application form is completed and all information provided;
- The Interview stage, which may or may not lead to an offer;
- The offer and contract stage.

### Parent/School Enrolment Agreement

This is a legally binding contract between the parents/carers and the School, signed by both parties.

### Special Circumstances

Special circumstances are circumstances that may influence the decision of the School to make an offer to the student. They may include things like interstate or overseas transfer.

### Full & Frank Disclosure

The enrolment interview is structured around the enrolment form and attached reports which must be complete. The enrolment form is checked to ensure all relevant information and required documentation has been submitted.

It is the responsibility of the School to ensure that parents/carers are made aware of the meaning of full & frank disclosure

Parents/carers will be required to discuss their financial capacity to pay fees and the options that are open to them.

The enrolment Form and other necessary documentation are required to be returned by a specific date.

## **RESPONSIBILITIES**

The Board is responsible for:

- Ensuring that this policy is developed, complied with and reviewed as appropriate;
- Approving School fee structures.

The Principal has delegated responsibility for:

- Ensuring that the annual intake of new students reflects the diversity of the wider community;
- Considers the impact of the enrolment on the welfare of each class and the wider school community;
- Considers the stewardship of available resources to ensure the viability of the whole school community.
- Ensuring that the enrolment process is documented and published to the School community;
- Ensuring that all persons involved in the enrolment process are conversant and compliant with the Enrolment Policy and required documentation;
- Making all offers.

## **PRIORITY**

Priority will be given to:

- Children of staff members;
- Brother or sister of a student already enrolled;
- Children from Christian families who have already been sending their child/children to a school with a similar ethos / constitution to Heritage Christian School, or had children enrolled at Heritage prior to moving away from the district;
- Children from homes where one or both parents are Christians;
- Children from non-Christian homes where parents nevertheless keenly support the School's aims.

## **FEES**

Fees are set by the Board with a view to affordability for families who are expected to honour their financial obligations under the contract of Enrolment.

There is in place a hardship discount facility. The Business Manager and the Principal are authorised to reduce fees (in accordance with "Education Assistance Guidelines") at their discretion in cases where a family has demonstrated that payment of full fees is likely to cause financial hardship.

## **OFFER & CONTRACT OF ENROLMENT**

An offer of placement will be communicated in writing. The offer of placement needs to include a Parent/School Contract of Enrolment.

The parent/carer must sign the Parent/School Contract of Enrolment indicating their acceptance of the offer on the conditions on which it has been made. This is to be returned to the School by the specified date.

The signed Parent/School Contract Agreement is retained by the School and a copy is available to the parent/carer.

## **UNIFORM**

The designated school uniform that reflects the standards of the School and identifies students as a member of Heritage Christian School must be worn appropriately at school and school associated functions. Implementation is under the Principal's control.

## **ENROLMENT REGISTER**

The Enrolment register is maintained by administration staff in consultation with the Principal. There is one Register for the school. The Principal maintains ownership of the entire enrolment process and performs the day to day enrolment transactions, including organising assessments and interviews. The Principal has the authority to approve straightforward enrolments and reports to the Board changes in enrolment of the school. Enrolments involving special circumstances are made in consultation with the Board.

Prepared by	HCS Policy Committee
Original Date Prepared	19 November 2009
Monitored by	HCS Board
Review by	HCS Board
Status	Adopted Policy

## 11. School Policies

- **Grievance Policy**

### RATIONAL

The purpose of this policy is to promote better relationships during difficult circumstances, through the encouragement of fair and just procedures and a Christ-like manner.

Scripture recognises the fact that there will be divisions, dissensions and disputes even among Christians living in a fallen world. The manner in which complaints and disagreements are handled can mean the difference between harmony and tension in a community. This policy sets out for parents, employees and others the way to deal with complaints and disagreements consistent with Scripture, and places responsibility on the person who has been offended to take the initiative in seeking resolution (Matt 18:15-17).

As a community of Christians we should consider every aspect of our relationships in the light of the word of God. We need to remember that "If it is possible, as far as it depends on you, live at peace with everyone." (Rom 12:18) and, "Be kind and compassionate to one another, forgiving each other just as in Christ God forgave you." And finally "Be completely humble and gentle; be patient, bearing one another in love. Make every effort to keep the unity of the Spirit through the bond of peace." (Eph 4:2-3)

### GENERAL STATEMENT

#### AIM

Within the school community, it is our desire that all authority is maintained and that we actively promote mutual respect, harmony and Christian unity. This Policy seeks to identify areas of potential conflict and to give guidance as to the procedures for handling them.

People must act;

- Respectfully to others,
- Discreetly, maintaining confidentiality in all circumstances

#### RESOLUTION OF GRIEVANCES PROCEDURES

Christians are called upon to resolve disagreements amongst themselves. If we have a concern about, or complaint against another believer, the first step is to take it to the person directly and deal with it in a Christ-like manner. If the matter is still not resolved other believers are to be called upon to assist in finding a resolution to the issue.

All steps must be taken in a true spirit of reconciliation. Complaints should be dealt with promptly and not be allowed to fester. It is important that the Board and Principal are aware of issues that may generate concerns within the community. Wise judgement and careful introduction of any changes will help others who have not had the benefit of debate and discussion to see developments in a positive light.

The following procedure will be helpful in dealing with grievances, remembering that the principles of Christian grace and forbearance should apply at every step along the way.

#### PROCEDURAL FAIRNESS

Any mediation or investigation into grievances is to be conducted in accord with the principles contained in the Investigations Policy on Page\_\_ of this policy document.

The following principles apply to the handling of grievances amongst the school community:

- Maintain confidentiality
- Act impartially
- Deal with issues raised as promptly as possible

## **WHO TO APPROACH CONCERNING A PARTICULAR ISSUE**

### **Policy & Administration Matters**

Speak to the Principal. If you are not satisfied then you can write to the Board Chair.

### **General School Issues**

If the issue relates to the playground, bus, sport etc then arrange to speak with the Principal. If you are not satisfied then you can write to the Board Chair.

### **Classroom Issues**

In relation to matters of discipline or any other classroom query then speak to the teacher as soon as possible to clarify the situation. After that, if the issue is not resolved, make an appointment to see the Principal.

If these avenues do not clarify the query then you can write to the Board Chair.

### **Disputes Between Members**

Disputes between members are not the responsibility of the school. However, if the dispute is affecting the school then write to the Board Chair.

### **Controversial Issues**

Members agree not to promote controversial issues within the school. The Board of Directors has the authority to determine whether particular issues are controversial or divisive within the meaning of this provision.

### **Staff Grievances**

In accordance with Matt 18:15 and Luke 17:3b-4, if a disagreement arises between members of staff, the parties involved must first meet together in a spirit of submission to the Lord in an attempt to resolve the matter.

If agreement is not reached, the matter should be referred to the Principal for resolution through discussion with the parties concerned. If the matter is still not resolved satisfactorily, or if the grievance involves the school Principal, it can be referred in writing to the Board Chair.

Should the staff member still feel aggrieved, mediation will be arranged by the Board with CEN Ltd. Teachers may in some situations wish to avail themselves of the disputes procedure under their Industrial provisions.

### **POLICY ACCESS**

It is an inherent part of procedural fairness that all stakeholders have access to the appropriate procedures, policies and supportive information that spells out the rights and responsibilities of all parties. The School Board is to ensure an outline of this policy is published in the School Newsletter at the beginning of each school year, and in any student or parent handbooks produced by the School. In addition, the Principal should promote awareness amongst the staff and student body through regular staff meetings and the Student Representative Council.

Prepared by	HCS Policy Committee
Original Date Prepared	1 August 2006
Monitored by	HCS Board
Review by	HCS Board
Status	Approved Policy

- **Discipline Policy**

## RATIONAL

It is helpful to place discipline within the broader context of discipling. Discipling involves encouragement, teaching, censorship, exposure, redirection, exclusion, modelling, nurture and the like. It is a community rather than a them and us process.

## GENERAL STATEMENT

The aim of the Christian home is to raise a child of Christian character. This process of discipling endeavours to promote a discerning self-discipline that sees the consequences of poor behaviour and attitudes, results in its own sorrows; and the consequences of good behaviour and attitudes has its own reward. Heritage Christian School seeks to be an extension of the home and forms one of its strongest partnerships with parents in this area.

Discipling occurs during every minute of school life. It is shaped by the school buildings, prayer, the size of the class, Bible study, the outside play areas, the cohesiveness of staff, the outlook of the teacher. It is concerned with the expectations placed on students when completing given tasks, when lining-up, when playing, when interacting in groups, when working individually.

The promotion of ones rights is by-and-large counter productive to Christian discipline. Just as Christ gave up his rights and privileges for his people, so we must do likewise in our response of love. At Heritage Christian School there is an emphasis on responsibilities, seeking the good of others, and the consequences of our actions.

Expectations are promoted within an atmosphere of mutual trust, where one's effort not one's achievement is what counts.

At Heritage they are summarised as-

<b>R</b>	<b>respect</b>	<b>for others for property for self</b>
<b>O</b>	<b>obedience</b>	<b>to God's Word to those who care for you</b>
<b>C</b>	<b>compassion</b>	<b>for those in need at HCS for those in need elsewhere</b>
<b>K</b>	<b>know Jesus and make him known</b>	

Discipling is not only concerned with what is positive and praiseworthy, it also deals with what is wrong. The over-riding motivation in such circumstances is that of reconciliation. When poor behaviour/attitudes are present it is necessary to restore relationships and undo wrong. This must be done on the basis of Bible truths. Counselling of students' needs to point them toward God, His forgiveness and His direction.

## **HERE ARE FIVE LEVELS OF CORRECTIVE DISCIPLINE:**

### **Level 1**

- Reprimand / reminder / correction
- Time out in classroom or a buddy class (15 min max)
- Loss of privileges

### **Level 2 - Red Zone**

- 10 minutes time out during lunch, followed by a short review of behaviour with another teacher

### **Level 3 - Detention**

- Students serve a lunch detention, completing tasks set by their teacher, and/or counselling. The teacher issuing the detention is to complete the Detention Record Folder entries.
- Staff complete a Management Review form to reflect upon how to deal with the behaviours presented.

### **Level 4 - Management Plans**

- After four detentions in any term, a letter is sent to parents informing them of their child's behaviours from detentions served.
- Any further incident will lead to the following->
  - A conference with the parents and Principal will be held as soon as possible.
  - The Board will be informed.
  - The parent (outside of school) will undertake counselling for the student.
  - The situation will be referred onto staff meetings for management review and behaviour plan formulation.
- Behaviour Plans may include->
  - Being assigned to another teacher for a short time.
  - Students, teachers and parents involved in a behaviour review sheet, monitoring daily behaviours

### **Level 5 - Suspension and Expulsion**

- An immediate suspension or expulsion would apply to any student: in possession of an illegal drug; initiating or involved in violent behaviour, or threatening serious physical violence; in possession of a prohibited weapon; who verbally abuses or threatens staff.
- Incidents that occur during the implementation of a Behaviour Plan will lead to suspension and/or expulsion
- An expulsion of a student must be ratified by the Board.

## **CONDUCT OUTSIDE OF SCHOOL**

Sometimes students are involved in improper conduct outside the school. If this activity is brought into the school through shared knowledge of the student body, the school will be compelled to respond. This usually involves informing those effected by the student's actions, and could involve the Police Service.

## **CORPORAL PUNISHMENT**

Heritage Christian School does not support, encourage or allow any form of corporal punishment to be implemented during the course of any disciplinary procedures. The school does not carry out corporal punishment, nor does the school explicitly or implicitly condone the administration of corporal punishment on behalf of the school by any person, including parents.

### **History**

Prepared by	Geoff Brisby, Principal
Original Date prepared	15 November 2005
Monitored by	HCS Board
Review by	HCS Board

- **Student Welfare Policy**

Heritage Christian School has also developed policies which relate to student welfare. Disciplining and welfare are very similar ideas at Heritage Christian School, so much of what is contained in the discipline policies above could easily be interpreted as being important for student welfare too.

The main policies we have that relate to student welfare include the **Child Protection Policy**, the **Sexual Harassment Policy**, and the **Critical Incident Policy**.

- **The Child Protection Policy**

## RATIONAL

The Bible speaks clearly about the responsibility of adults (and parents in particular) to value, love, cherish, nurture, support, direct and teach children. Children are different to adults in their degree of responsibility, level of accountability and the protection afforded them.

The Bible also speaks clearly about the reality and effect of sin on humankind. This document is in response to the many ways in which children feel the effects of sin through those whom should care for them. Heritage Christian School strives to afford its students greater levels of Child Protection. Our school is a safe place where disclosure is welcome and acted upon because speaking the truth in love is encouraged. It is a place where students are protected. It is a place where risk factors are identified and addressed where possible.

In particular, the staff of Heritage Christian School takes seriously the task of reconciliation. They will do everything possible to attract students to the gospel. The staff will not engage in abusive behaviours.

### To protect students in its care from *risk of harm*

Protection of students occurs through both curriculum opportunities to promote protective behaviours/attitudes and also by notifying/reporting any current or anticipated risk of harm to students.

### Reduce risk factors

We can minimise the risk of child abuse by:

- having an honest and open attitude towards child abuse that recognises that child abuse exists in all areas of our community,
- discussing the risks and indicators of child abuse and this policy frequently,
- believing children at their word and
- generating family and community involvement in child protection

## PASTORAL CARE STUDENTS/PARENTS

### Curriculum teaching including bullying and sexual harassment

When risk of harm is disclosed or suspected through a cluster of indicators:

1. Staff at Heritage Christian School are required to notify the Principal any current or anticipated risk of harm to students through any form of abuse.  
Risk of harm can arise because of the presence of any or more of the following-
  - the students basic physical or psychological needs are not being met or at risk of not being met
  - the parent or other carers have not arranged and are unable or unwilling to arrange for the student to receive necessary medical care
  - the student has been, or is at risk of being, physically or sexually abused or ill-treated

- the student is living in a house where there have been incidents of domestic violence and, as a consequence, the student is at risk of serious physical or psychological harm
- a parent or other carer has behaved in such a way towards the student that the student has suffered or is at risk of suffering serious psychological harm
- sexual abuse or misconduct (describes a range of behaviours or a pattern of behaviour aimed at the involvement of children in sexual acts. Some of these behaviours may include: inappropriate conversations of a sexual nature; comments that express a desire to touch in a sexual manner; unwarranted and inappropriate touching; sexual exhibitionism; personal correspondence, including electronic communication, with a young child or young person in respect of the adult's sexual feelings for a child or young person; deliberate exposure of children and young people to sexual behaviour of others including display of pornography; possession of child pornography in the workplace. Sexual assault refers to the involvement of children in sexual acts or acts of indecency).
- physical abuse (non-accidental injury to a child by a parent, caregiver or another person responsible for the child).
- emotional abuse (encompasses a range of behaviours that harm a child. It includes excessive or unreasonable demands, failure to provide the psychological nurturing and affection necessary for a child's physical and emotional growth and development, scapegoating or rejecting, severe verbal abuse and threats of abuse. These behaviours by caregivers can destroy the confidence of a child, and the subsequent emotional deprivation and trauma impairs the child's social, emotional, cognitive and intellectual development. Witnessing domestic violence can have a profound effect on children and constitutes a form of emotional abuse).
- neglect (when a child is harmed by the failure of a person whose job includes care and responsibilities towards a child, to provide basic physical and emotional necessities of life, including failure of such a person to provide or arrange for the provision of adequate and proper food, nursing, clothing, medical attention or lodging for a child in that person's care).

It is important to realise that failure to report risk of harm of a child (under the age of 16 years), based on reasonable grounds, is an offence under Section 316 of the NSW Crimes Act.

For a suspicion to be reasonable, it does not necessarily imply that it is well founded or that the grounds for the suspicion must be factually correct.

The Principal will report via the Department of Family and Community Services Teleservice - 133627

A list of indicators of risk of harm is found in **Attachment 1**.

1. Staff are not to investigate allegations or suspicions of risk of harm. Only investigators specifically appointed for the purpose must carry out investigations. This includes the seeking of collaboration from others.

An outline of appropriate questions to use in a disclosure situation can be found in **Attachment 2**.

2. Staff are required to report any allegations or evidence of risk of harm only to the Principal, and discussion with others should be avoided. Failure to limit communication in this way will not only be a breach of this policy, but will also leave staff open under the law from potential civil proceedings for defamation.

3. The Principal will report any matter that has been notified as required by the relevant legislation. The staff member will be advised of the action taken. If it is decided that there are not “reasonable grounds to suspect” risk of harm and consequently the matter is not going to be reported by the Principal, the staff member, as the original notifier, will have an obligation to report under the legislation if they believe that reasonable grounds exist.

Staff are required to advocate for the student's safety and wellbeing within the system of reporting and investigation. This includes following-up what has been done and will be done.

4. If a student discloses risk of harm, the staff member is obliged to notify and also to NOT investigate the matter. Guidelines for assisting a student who discloses can be found in **Attachment 2**.
5. Investigation of allegations or evidence of risk of harm must ONLY be carried out by the appointed investigators (from Department of Family and Community Services or elsewhere) whose duties will include informing parents or carers that a report has been made. Staff should not make any contact with parents or carers regarding the reporting unless specifically authorised by Department of Family and Community Services to do so.
6. Staff are required to confer with the Principal before responding to a request by Department of Family and Community Services or any other officers to attend an interview with a student. Staff cannot be required by Department of Family and Community Services to attend such an interview, and the advantages and disadvantages of attendance need to be carefully assessed before a decision is made.
7. Staff may be required to report in a detailed manner on any matter regarding risk of harm about which the staff member notified. The confidentiality of such a report will be maintained unless otherwise required by a court order. Information relating to any matter of risk of harm is to be entered on the appropriate form. These can be found as **Attachments 3a through 3e**.
8. Legislation requires all staff to be cleared under the Working with Children Check.
9. All volunteer helpers are to complete the Prohibited Employment Declaration. **Attachment 4**.
10. The Ombudsman Amendment (Child Protection and Community Services) Act 1998 requires that staff disclose to the Principal:
  - 11.1 if they have been charged and/or convicted of a child abuse offence;
  - 11.2 any information about misconduct, which you become aware concerning an employee of the school involving child abuse. Where allegations are made against the Principal, such allegations should be referred to the Chairperson of the Board.
11. All allegations of reportable conduct to a student against staff must be reported to the Ombudsman. Whilst reasonable grounds does not apply, the staff member subject to the allegation must be clearly identifiable and the allegation must detail specific conduct or a pattern of behaviour that indicates abuse within or outside school (this includes the possession of child pornography). Any staff member notified of causing risk of harm to a student, that the school deems will be substantiated, will be immediately suspended from duties. If substantiated, it will be grounds for summarily dismissal from the date of suspension. If proved false, staff will be reinstated in full without prejudice.

## **REPORTED ALLEGATIONS**

### **TO PROTECT STAFF from mischievous and false allegations**

#### ***What not to do***

1. Staff must firstly be unequivocally innocent. The staff of Heritage Christian School will not engage in any activity that subjects a student to risk of harm. This includes physical, emotional and sexual abuse and neglect.
2. Staff will be particularly mindful of not exposing or subjecting a child to behaviour that psychologically harms the child. Such abuse has two elements.

**First**, there must be certain inappropriate behaviour by a staff member. Such behaviour can include:

- scape-goating, rejection, humiliation and verbal abuse;
- the deliberate failure to respond appropriately to threats of self-harm or suicide;
- the use of language to ridicule or intimidate a child;
- the use of language to humiliate or denigrate a child or his or her family;
- excessive or unreasonable demands above the capacity of a child's developmental level;
- the failure to provide an environment which encourages a child's physical, emotional and social development.

**Second**, there must be evidence that the staff member's behaviour has psychologically harmed the child. For example:

- destroy the confidence of a child, resulting in significant emotional deprivation or trauma;
  - impair a child's social, emotional, cognitive or intellectual development;
  - disturb a child's behaviour.
3. Never close the door when one-to-one. Maintain clear vision with outside people. Secrecy is a predominant feature of sexual abuse and is both inappropriate and not tolerated at Heritage Christian School.
  4. Appropriate professional relationships between teachers and students must be encouraged at all times. As students become sexually aware, the actions and/or language of a staff member can easily confuse them.
  5. Should any students make any advances toward a staff member or should the staff member suspect that a student may have or may be developing a romantic infatuation with them they should report their suspicion to the Principal. Married staff are also encouraged to tell their spouse. Staff members also have a responsibility to inform another staff member if the former believes a student is infatuated with the latter.
  6. Staff who find themselves thinking or fantasising about students in a sexual or inappropriate way will immediately seek counselling and speak to the Principal. Should these thoughts continue the staff member should consider the appropriateness of their position at the school and discuss this with their counsellor and the Principal.
  7. Staff members should never punish a child using physical force, or strike a student for any reason. Staff members may use physical force to restrain a child if they reasonably believe that child may cause damage to themselves, another person, materials or equipment.
  8. Staff members should not engage in any activities that systematically or continually belittle, embarrass or victimise a student or students.

### **What to do**

- Model appropriate behaviours.
- Overnight stay excursions must have both male and female staff/adult supervision.
- Generally, staff should only touch students on the shoulders or upper arms. Staff must never touch students on the thighs, buttocks, genitalia or breasts except in cases when not doing so would threaten the safety of the student.
- Students will be treated with love and respect.

## **STAFF TRAINING**

Staff training will be undertaken at least once per year in either the January or July in-service weeks. Training shall include a revision of: staff obligations in terms of Mandatory Reporting; and relevant Policies and procedures within the school.

New staff covered under relevant legislative requirements are to undergo relevant checks in terms of Prohibited Employment Declaration and Child Protection Screening, and are to be made aware of their responsibilities under Mandatory Reporting Legislation, and the School's Policies and Procedures.

Staff are to familiarise themselves with the NSW 'Keep Them Safe' legislation (Handbooks available at the Office), and the NSW Ombudsman Act which outline specific responsibilities those in 'child related' employment have in relation to the care and protection of children.

In addition to formal training undertaken annually or at the time of induction in the case of new staff, regular staff meetings are to be used to keep teachers aware of their specific responsibilities in relation to child protection issues relevant to our students, any changes in legislation, or any advisories received which may assist staff and the school in ensuring the safety and wellbeing of our students.

## **Attachment 1**

### **GENERAL INDICATORS OF ABUSE OR NEGLECT**

- Marked delay between injury and presentation for medical assistance
- History of injury which is inconsistent with the physical findings
- History of injury which is vague, bizarre or variable
- Where the child gives some indication that the injury or event did not occur as stated
- Where the child tells you she/he has been abused
- When the child tells you she / he knows someone who has been abused, may be referring to herself / himself
- Someone else tells you such as a relative, friend, acquaintance or sibling that the child may have been abused
- Where the child tells you that they have secrets that are unhappy or bad.

### **INDICATORS OF NEGLECT**

- **Indicators in Children**
  - Poor standards of hygiene leading to social isolation
  - Scavenging or stealing food
  - Extended stays at school, public places, others homes
  - Being focussed on basic survival
  - Extreme longing for adult affection
  - A flat and superficial way of relating, lacking of a sense of genuine interaction
  - Anxiety about being dropped or abandoned
  - Self-comforting behaviour, e.g. rocking, sucking
  - Non-organic failure to thrive
  - Delay in developmental milestones
  - Loss of 'skin bloom'
  - Poor hair texture
  - Untreated physical problems.
- **Indicators in Parents or Caregivers**
  - Failure to provide adequate food, shelter, clothing, medical attention, hygienic home conditions or leaving the child inappropriately without supervision
  - Inability to respond emotionally to a child
  - Child abandoned
  - Depriving of or withholding physical contact or stimulation for prolonged periods
  - Failure to provide psychological nurturing
  - One child treated differently.

### **INDICATORS OF PHYSICAL ABUSE**

- **Indicators in Children**
  - Facial, head and neck bruising
  - Lacerations and welts from excessive discipline or physical restraint
  - Explanation offered by the child that is not consistent with the injury
  - Other bruising and marks which may show the shape of the object that caused it, e.g. a hand-print, buckle
  - Bite marks and scratches where the bruise may show a print of teeth and experts can determine whether or not it is an adult bite
  - Multiple injuries or bruises
  - Ingestion of poisonous substances, alcohol or other harmful drugs
  - Ruptured internal organs without a history of major trauma
  - Dislocations, sprains, twisting
  - Fractures of bones, especially in children under 3 years
  - Burns and scalds
  - Head injuries where the child may have indicators of drowsiness, vomiting, fits or retinal haemorrhages suggesting the possibility of the child having been shaken

General indicators of female genital mutilation which could include:

- having a special operation associated with celebrations
- reluctance to be involved in sport or other physical activities when previously interested
- difficulties with toileting

➤ **Indicators in Parents or Caregivers**

- Domestic violence
- Direct admissions by parents or caregivers that they fear they may injure the child
- Family history of violence, including previous harm to children
- History of their own maltreatment as a child
- Repeated presentations of the child to health or other services with injuries, ingestions or with minor complaints.

**INDICATORS OF EMOTIONAL ABUSE**

➤ **Indicators in Children**

- Feelings of worthlessness about life and themselves
- Inability to value others
- Lack of trust in people and expectations
- Lack of inter-personal skills necessary for adequate functioning
- Extreme attention seeking behaviour
- Other behavioural disorders, e.g. disruptiveness, aggressiveness, bullying.

**CHILDREN SUSTAIN EMOTIONAL HARM FROM ALL THE TYPES OF ABUSE**

➤ **Indicators in Parents or Caregivers**

- Constant criticism, belittling, teasing of a child, or ignoring or withholding praise affection
- Excessive or unreasonable demands
- Persistent hostility and severe verbal abuse, rejection and scape-goating
- Belief that a particular child is bad or 'evil'
- Using inappropriate physical or social isolation as punishment
- Situations where an adult's behaviour harms a child's well being
- Exposure to domestic violence.

**INDICATORS OF SEXUAL ABUSE**

➤ **Indicators in Children**

- Describe sexual acts, e.g. 'Daddy hurts my wee-wee'
- Direct or indirect disclosures
- Age inappropriate behaviour and / or persistent sexual behaviour
- Self-destructive behaviour, drug dependency, suicide attempts, self-mutilation
- Persistent running away from home
- Anorexia, over-eating
- Going to bed fully clothed
- Regression in developmental achievements in younger children
- Child being in contact with a known or suspected perpetrator of sexual assault
- Unexplained accumulation of money and gifts
- Bleeding from the vagina or external genitalia or anus
- Injuries such as tear or bruising to the genitalia, anus or perineal region
- Sexually transmitted diseases
- Adolescent pregnancy
- Trauma to the breasts, buttocks, lower abdomen or thighs.
- General indicators of child stress should be considered such as:
  - poor concentration at school
  - sleeping / bedtime problems, e.g. nightmares, bed wetting
  - marked changes in behaviour or mood, tantrums, aggressiveness, withdrawal
  - child complains of stomach aches and headaches with no physical findings.

- **Indicators in parents, caregivers, siblings, relatives, acquaintances or strangers**
  - Exposing the child to prostitution or child pornography or using a child for pornographic purposes
  - An intentional exposure of child to sexual behaviour of others
  - Ever committed / been suspected of child sexual abuse
  - Inappropriate curtailing or jealousy regarding age-appropriate development of independence from the family
  - Coercing child to engage in sexual behaviour with other children
  - Verbal threats of sexual abuse
  - Denial of adolescent's pregnancy by family
  - Perpetration of spouse abuse or child physical abuse.

Offenders use a range of tactics including force, threats, grooming, having secrets and tricks to engage children in sexual contact and to try to silence the child. They may also try to gain the trust and friendship of parents in order to obtain access to children.

Prepared by	Geoff Brisby, Principal
Original Date Prepared	15 November 2005
Monitored by	HCS Board
Review by	HCS Board
Status	Approved Policy

## **Attachment 2**

Children often try to tell about physical abuse or sexual abuse but find it very difficult and painful. They are often ashamed and frightened and cannot find the right words.

Adults can help by recognising when a child is trying to talk about some difficult subject. Adults who develop the habit of listening to children and helping them to talk about their worries are building the kind of trust that makes it easier for a child who does have something difficult to say.

When children approach something in a roundabout way it may be because they are finding the subject painful or are feeling ashamed and looking for a sign from an adult that it is alright to open up and talk. The child may begin by hinting that something is wrong. A child may simply say, "I don't like so and so. Do you like so and so? "Or I don't want to go to see so and so ". Or, (particularly in relation to child sexual abuse), 'I've got a secret". Often adults misunderstand these messages and fail to respond. When this happens children becomes very confused. They may think the adult does not care or does not believe them. This makes it harder for them to raise the subject again or to approach another adult.

If children are unable to talk to adults about abuse or make adults understand what they are trying to say, their distress comes out in other ways, usually in the way they behave. This is referred to as ("acting out". Some children "act out" by being violent and aggressive to others or by being passive and withdrawn. (Fact Sheet 2 NSW Child Protection Council)

### **IF A CHILD TELLS YOU ABOUT ABUSE**

*You need to be well prepared so that you can be supportive of the student and clear about your responsibilities at the same time. It is essential that you remain calm and supportive of the student. If a student informs you of being abused you should:*

- Immediately say that you believe the child;
- Stress that what has happened is not the child's fault;
- Commend the child for telling you about it, they have done the right thing by speaking about it;
- Acknowledge that it is very hard to talk about such things;
- Seek a confidential place to talk;
- Actively listen without probing for detail or asking leading questions;
- Refrain from questioning excessively even if unsure of whether to notify;
- Avoid using leading statements (eg Did s/he touch your vagina/penis?);
- Only ask open-ended questions that are designed to provide sufficient information about whether the suspicion of abuse is reasonable and to clarify comments made by the student. For example, if a student tells you that "someone touched me in my private part" you could ask "who touched you in your private part";
- Use vocabulary used by the child to discuss body parts;
- Talk gently and reassuringly, pointing out that you are there to help, that you believe them;
- Remain calm, avoid reacting/recoiling/withdrawing/accusing;
- Where the abuse is taking place outside the school's control, never assure the child that the abuse will stop as this cannot be guaranteed;
- Do not make a promise that you will not tell anyone. In fact, if considered appropriate, inform the child that you have a responsibility to inform the Principal and the Department of Community Services.
- Report to the Principal A.S.A.P.
- Inform the Principal of all disclosures of child abuse or ill treatment even if you do not consider further action is warranted.

### **IF A CHILD BEGINS TO MAKE A DISCLOSURE IN A GROUP SITUATION:**

- Acknowledge that you have heard the child;
- Indicate support and concern by explaining to the child that what was said sounds important and that it would be better to talk about it later;
- Discreetly arrange to talk to the child away from other students ASAP.

## **Attachment 3a**

### ***Notification Checklist***

This checklist is to be treated as confidential to the Principal

- ❖ Has the staff member (teacher, school counsellor) who originally reported (using Form 3e) the suspected risk of harm to the Principal been informed of the decision about notification to Department of Family and Community Services?
- ❖ Has Form 3 - i.e. the Form for the Notification to the Department of Family and Community Services - been completed and used as the basis to telephone Department of Family and Community Services?
- ❖ Has the Chairman of the school's Board been advised?
- ❖ Has Department of Family and Community Services informed Parent/Caregiver that a notification has been made?
- ❖ Has Department of Family and Community Services advised the name of the Department of Family and Community Services key worker assigned to the case?
- ❖ Has a school copy of Form 3b and any related documentation been filed in a secure and confidential place?

## Attachment 3b

### **Form for the notification to the Department of Family and Community Services**

*Fill in form and use as reference when calling 133 627*

Name of child \_\_\_\_\_ Date of birth \_\_\_\_\_

Home Address \_\_\_\_\_ Home Phone No \_\_\_\_\_

**Name of parents or caregivers and relationship to child**

Name \_\_\_\_\_ Name \_\_\_\_\_

Phone No \_\_\_\_\_ Phone No \_\_\_\_\_

Relationship \_\_\_\_\_ Relationship \_\_\_\_\_

**Notification made to the Department of Community Services**

To \_\_\_\_\_ (*name*)

Notification date \_\_\_\_\_ Time \_\_\_\_\_

**Grounds for concern** (*including contact with the child by alleged perpetrator/s*)

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**Do you consider the child's safety or well being is at immediate risk?**

**Why?** (*If necessary attach further information*)

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**Where is the child at the time of notification?**

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**Other relevant information, including any known previous notifications and action, need for an interpreter (language/sign etc).**

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**School Principal's full name** \_\_\_\_\_

**Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**RETAIN FOR SCHOOL RECORDS - RESTRICTED ACCESS TO FILE**

### Attachment 3c

#### **Form to be used to record details of Department of Family and Community Services removal of a student from the school**

Student's Name \_\_\_\_\_

Class \_\_\_\_\_

Date \_\_\_\_\_

Time \_\_\_\_\_

Department of Family and Community Services Assistant Manager or delegated officer who authorised the removal \_\_\_\_\_

Department of Family and Community Services officers involved: *(names, designations)*

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Identification sighted \_\_\_\_\_

Intended place of lodgement of student \_\_\_\_\_

Reason for removal \_\_\_\_\_

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Comments \_\_\_\_\_

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*Attach a photocopy of the Section 60 notice to this form.*

School Principal's full name \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

**RETAIN FOR SCHOOL RECORDS - RESTRICTED ACCESS TO FILE**  
**Send copy to Department of Family and Community Services**

### Attachment 3d

#### **Form to be used by the school to record details of Department of Family and Community Services involvement at School (Student interviews, protection planning meetings)**

Student's Name \_\_\_\_\_ Class \_\_\_\_\_

Date of Department of Family and Community Services visit \_\_\_\_\_

Department of Family and Community Services officers involved (*names, designations*)  
\_\_\_\_\_

**Identification sighted** \_\_\_\_\_

Action taken  
\_\_\_\_\_  
\_\_\_\_\_

**Interview details** (*person(s) interviewed, reasons, those present, time*)  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Other agencies involved** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Outcome of interview** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**School Principal's full name** \_\_\_\_\_

**Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**RETAIN FOR SCHOOL RECORDS - RESTRICTED ACCESS TO FILE**  
**Send copy to Department of Family and Community Services**

**Attachment 3e**

**Form to be used for school record of staff member's concern  
re: suspected child abuse**

Student's Name \_\_\_\_\_ Class \_\_\_\_\_

Name of staff member reporting concern \_\_\_\_\_

Reason for concern \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Any special needs of the student (*disability, language*)  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**DEPARTMENT OF FAMILY AND COMMUNITY SERVICES Contacted**

Yes  No

Date contacted \_\_\_\_\_ Time \_\_\_\_\_

If not contacted, reason \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Teacher's full name and signature** \_\_\_\_\_

**School Principal's full name** \_\_\_\_\_

**Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**RETAIN FOR SCHOOL RECORDS - RESTRICTED ACCESS TO FILE**

- **The Sexual Harassment Policy**

## RATIONAL

Heritage Christian School is committed to encouraging a standard of behaviour which reflects Godliness in both Christians and non-Christians, and selflessness in relationships which far exceeds the requirements of the relevant Federal and State legislation. Although our goal is to develop such outward behaviour by the inner change in people through their knowledge and love of God through Christ, the school recognises the need in this complex society for a clear statement of policy and regulation to: minimise the incidence of harassment; and to provide a clear basis for resolution of such issues at an early stage.

Notwithstanding this, there are laws which make harassment unlawful in the work place, and all people - Christians and non-Christians - are bound to obey the laws of those whom God has placed in authority over us.

## Policy Statement

1. HCS is committed to providing all staff and students with a working and learning environment free from sexual harassment. Sexual harassment is unacceptable and will not be tolerated at HCS under any circumstances. All staff, members of Hastings Association of Christian Education and students are required to honour and support this commitment.
2. This policy in no way detracts from the School's requirements relating to appropriate professional behaviour between staff and student. An action may not constitute harassment but could still be unprofessional conduct.
3. The sexual harassment of staff and students is unlawful under the Federal Sex Discrimination Act 1984 and the NSW Anti-Discrimination Act, 1977. These Acts explicitly prohibit:
  - the sexual harassment of a student by a staff member. Of course, this prohibition supplements the School's general policy requiring staff members to act in an appropriate and professional manner towards students at all times;
  - the sexual harassment of an adult student (ie: a student who is aged 16 years or older) or staff member by another adult student, and sexual harassment of any student or staff member by another adult student;
  - the sexual harassment of staff, or applicants for staff positions by adult students or other staff.
4. While religious schools are exempt from a number of the employment provisions of the Federal Sex Discrimination Act 1984 and the NSW Anti-Discrimination Act, 1977, they are covered by the sexual harassment provisions of this Act in relation to both employment and education.
5. The Principal will take appropriate action if, as a result of an investigation, allegations are shown on the balance of probability to be true. Students under 16 years of age who are so identified as perpetrators of sexual harassment will be dealt with under the school's standard disciplinary procedures and legislative responsibilities. Sanctions enacted could range from detentions to suspension and possible expulsion, depending on the severity of the situation, or mandatory reporting to Department of Family and Community Services. Victims will have access to advice and support services.

## **DEFINITIONS**

### **WHAT IS 'SEXUAL HARASSMENT'**

**Sexual harassment is defined** as verbal or physical conduct of a sexual nature, imposed on another because of physical, psychological or social power exercised by the offender over the victim, creating an intimidating, humiliating, offensive and/or hostile environment. It can be verbal, physical, written, electronic or visual.

Sexual harassment has nothing to do with mutual attraction or consenting friendships. It is uninvited, unreciprocated, unwelcome and/or repeated.

#### **Examples of sexual harassment may include:**

- the distribution or display of offensive pictures or material, including electronically such as e-mails, bulletin boards, news groups and screen savers, or accessing unacceptable web sites;
- repeated unwelcome requests for social outings or dates;
- offensive comments about a person's physical appearance, dress or private life;
- jokes, intrusive questioning, messages or telephone calls of a sexual nature;
- direct propositioning or subtle pressure for sexual favours;
- leering, gesturing or unnecessary familiarity;
- sex-based innuendo/jokes/suggestions;
- indecent exposure;
- unwanted physical conduct, such as patting, pinching or touching;
- sexual assault;
- inappropriate differential treatment of people based on gender.

Obvious difficulties can arise in determining what behaviour goes beyond the boundaries of what is 'welcome'. Everyone covered by this policy should be careful not to risk being misunderstood and thus becoming the subject of complaint. Remember, some people may find particular types of behaviour offensive when others would not. The behaviour must always be considered from the point of view of the person receiving it. Innocent intention is no defence to sexual harassment.

## **VICTIMISATION**

In relation to sexual harassment it is against the law to victimise a person who

- has made a complaint;
- intends to make a complaint;
- acts as a witness;
- intends to act as a witness;
- supports a victim; or
- intends to support a victim.

A person is victimised if threatened, harassed, harried or subjected to any form of detriment.

## **The Role of Staff**

All staff have a duty to ensure that any sexual harassment brought to their attention or witnessed by them does not become the subject of gossip and is addressed as soon as possible in accordance with the procedures set out below.

It is the legal responsibility of the School and all employees to take all reasonable steps to prevent sexual harassment and victimisation by enforcing this policy, and through proactive education and intervention when witnessed.

## **Responsibilities of School Management**

### **The Principal must:**

- a. ensure that staff and students in their area are familiar with this policy and, as far as is practicable, ensure that the provisions of this policy are adhered to;
- b. inform staff and students that sexual harassment will not be tolerated at HCS;
- c. conduct staff development and student information programs on a regular basis to raise awareness of sexual harassment policy and issues;
- d. ensure that their behaviour provides a model of conduct in line with the principles of this policy,

Anyone who believes that they are being or have been sexually harassed should make it known that the comments, attention, contact or behaviour is unwelcome and offensive. If the sexual harassment continues, or if the staff member or student is unable or unwilling to handle the matter themselves they should contact one of the following advisers for information, advice, or to make a formal complaint:

### **Harassment of students by other students or by an adult**

- Principal
- Class teacher
- Any other member of staff with whom the student feels comfortable

### **Harassment of staff by an adult or by students**

- Principal
- Board Chairperson

### **Harassment of a parent or HCS community member**

- Principal
- Board Chairperson

## **SUMMARY**

Investigations of complaints will be conducted in a prompt and fair manner, and as confidentially as possible. The only staff members and students who will be made aware of a complaint will be those people whose involvement is necessary to resolve the problem. The facts of who, what, where, when and how (but not the irrelevant why) will be documented.

No staff member or student will be disadvantaged as a result of making a complaint.

The Principal will take appropriate action if allegations are proved as a result of an investigation. Disciplinary proceedings will range from the offender being told of the legal implications and ordered to desist from such behaviour, to dismissal/expulsion. Depending on the circumstances it may become appropriate to involve relevant authorities such as the Human Rights and Equal Opportunity Commission, or the Police in the investigation.

Prepared by	Geoff Brisby, Principal
Original Date Prepared	15 November 2005
Monitored by	HCS Board
Reviewed by	HCS Board
Status	Approved Policy

- **The Crisis Management Policy**

## RATIONAL

The Critical Incident Policy seeks to assist the school community to manage a critical incident and cope with any trauma associated with it.

## GENERAL STATEMENT

This Policy should be implemented when a critical incident has taken place, for example in a major accident involving students; incidents involving staff; events where school routines are significantly disrupted such as building damage as a result of storms or major vandalism.

Whilst it is our hope that such incidents might never occur, we have a responsibility to ensure that our response assists and supports those affected. Staff are to be aware of the plan and know and understand the role they are to play in the event of a critical incident.

### Phase I - Preparation

Staff should acquaint themselves with all school emergency policies and procedures, including emergency contact lists and procedures located adjacent to phones. Whilst Administration Staff are more likely to be the point of contact in the event of a bomb threat or hold-up, all staff should be aware of all relevant procedures in the event they need to respond to a critical incident.

All staff should direct any enquiry from the media to the Principal, and should not make statements to the press, government agencies, police or others with regard critical incidents. In the event that staff should encounter such a situation they should inform the persons concerned that if they leave their name, organisation and contact details the Principal will contact them as soon as he/she is available. In the event that the Principal is not on site, the Senior Teacher or Board Chair will be the point of contact for all enquiries made by the press and other agencies.

### Phase 2 – Incident Management

- Student and staff safety should be the first concern in any critical incident event. Ensure students are out of danger, and ensure the Principal and other staff have been informed as to the nature of the incident, and the immediate risks/dangers.
- Follow the procedures outlined in the policies. For example, in the event of a bomb threat follow the checklist located near each of the phones. Remember, staying calm, and complying with reasonable instructions can help to de-escalate a situation.
- Property is not as important as people. Do not take risks or do/say anything that may provoke and agitate an offender.
- Once the immediate situation is contained seek assistance.
- In incidents involving students, the Principal will organize what information should be given to parents. It is better they are informed by the school, but in some cases they may hear of an incident through the media, or other parents.
- Key liaison people from emergency services must be identified. Normally the Principal will arrange for Police, Fire, Ambulance, and other support to attend the scene.

## Phase 3 – Post Event Management

It is important to support students, staff and other stakeholders during both the time immediately following a critical incident, and the longer term. For this reason a debriefing will take place as soon as practicable following any critical incident. Staff will meet with the Principal to determine the best way to facilitate this. Separate debriefings for identifiable groups within the school community may be appropriate, and this is to be facilitated by the Principal in consultation with the Board Chair where necessary.

In the longer term, following events where Post Traumatic Stress Syndrome could be a factor, on-going counselling support will be offered to those involved. Staff should look for indicators of change following critical events, not only in their students, but also in other staff and stakeholders with whom they have contact.

**Note:** *The best preparation for dealing with critical incidents is to: know the School policies; place student and your own safety above all other considerations; keep the Principal informed and follow their directions or the directions of their nominee; in consultation with the Principal involve emergency services as soon as practicable by calling 000.*

Prepared by	Geoff Brisby. Principal
Original Date Prepared	19 March 2010
Monitored by	HCS Board
Reviewed by	HCS Board
Status	Approved Policy

## 12. School-Determined Improvement Targets

- Implementation of ‘Visible Learning Program’ K-12 within our curriculum
- Continued expansion of the Performing Arts Program and facilities with introduction of Dance into Stage 5.
- Expansion of Support Programme and facilities

## 13. Initiatives Promoting Respect and Responsibility

During the year the school has committed to further developing its Pastoral support program via its Chaplain, including a closer working relationship with students, Department Heads and others within the school community, and the development of a student leader’s pathway where senior students have the opportunity to participate in leadership and peer focused programs.

## 14. Parent, Student and Teacher Satisfaction

Community satisfaction is a priority issue with the Board. In the recent past, school surveys revealed that there is a high level of satisfaction with the school, once again identifying; the caring and nurturing environment; professionalism and dedication of staff; the re-development of significant infrastructure projects such as H Block and the refurbishment of the Creative Arts Centre (previously known as the Woolshed); the further development of gardens and landscaping around the school grounds; and the high standard of academic outcomes for students. Surveys of parents, students and teachers regarding the continued development of the Chaplaincy Program revealed strong support for its continuation and a high level of satisfaction with the levels of communication and services provided.

During 2017, feedback has been sought through formal meetings at Association (parent) level, Board, staff meetings and student conference levels. Overwhelmingly, the feedback is supportive of the school, with particular positive feedback in the areas of hospitality, technology and Pastoral Care.

## 15. Summary Financial Information

### 2017 Income & Expenditure

