

# ANNUAL REPORT 2023

YEAR IN REVIEW



**THOMAS HASSALL  
ANGLICAN COLLEGE**

LEARNING  
WISDOM  
SERVICE





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# College Chairman

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The management of Thomas Hassall Anglican College is overseen by the College Council, which is appointed by the Board of the Anglican Schools Corporation (ASC). The College Council meets eight times per year (during college terms) to discuss matters of college planning, policy and the oversight of finances.

The College Council members contribute a range of professional, business and spiritual expertise and include a representative from the ASC. I am most grateful for the valuable contributions, the support and prayerful devotion provided by each of the members of our College Council.

- Mrs Cynthia Spiers
- Rev Stuart Pearson
- Rev David Ould
- Dr Ian Jackson
- Rev David Clarke
- Mr Nicolas Fisher
- Mr Ross Whelan (Principal)
- Mrs Rebecca Clarke (Business Manager)
- Mrs Jennifer Favelle (CEO Representative from the ASC)
- Mr Gary Angel (consultant)

2023 was a significant year for the College. Our long serving Principal Ross Whelan retired, which was a sad but memorable occasion. The College held a number of events to honour Mr Whelan and his service to the community. The appointment of Mrs Easton as Principal for 2024 brings an exciting new chapter for the College. Mrs Easton had already joined the Thomas Hassall staff, as Director of Staff Services in 2021, and this internal appointment made it possible to have a valuable leadership transition period.

Our co-curricular programs continue to grow with netball and tennis added to the

Talented Athlete Program this year, and with over 300 students striving for Bronze, Silver or Gold in The Duke of Edinburgh's International Award program, our students are achieving significant outcomes. Every Kindergarten to Year 6 student had the opportunity to perform on stage in the Junior School Creative Arts Nights. It was also a joy to see the return of the Southwest Festival and the partnership of the College with the wider local community on this day was fabulous.

We were pleased to deliver a revitalised Year 4 Classroom Centre at the commencement of 2023, as well as opening the extension to the Anne Marsden Centre in October. We demolished J Block, one of our first buildings on the site, to make way for a two-story Science, Technology and Mathematics STEM Building, continuing to improve our facilities and ensuring they meet the current learning needs of our students. Contemporary facilities are a priority focus for the College Council.

The College Strategic Plan 2019-2023 reached its final stage. A great deal of work was carried out by the staff to bring about a range of improvements whether in numeracy, the implementation of InitialLit for literacy, a greater capture and use of data for student progress tracking, programs to focus on service learning and enhancement of our digital platforms.

Our College has been truly blessed and we praise God for his provision, but we especially praise him for our Lord and Saviour, Jesus.



**Mr Craig Moore**  
College Chairman







# College Principal

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I am pleased to be presenting to you the Annual Report for 2023. Although, newly appointed as Principal for 2024, I have been part of the College since 2021.

At Thomas Hassall Anglican College we celebrate the bringing together of different cultural backgrounds, experiences and lifestyles and the opportunities for our community members to use their God-given gifts to contribute to our community. The strength of the College is in the character and diversity of our people. As we seek to grow into a purposeful, confident community, with a strong sense of belonging, we benefit from the gifts and talents of students, staff and families. Our College is a unique learning community where staff, families and students are drawn together in unity, with shared experiences at the College, and a shared sense of belonging and hope for the future.

Over the last 17 years, the College Principal, Mr Whelan, worked tirelessly, supported

by wonderful staff, parents and students, to grow the College to one of the largest independent schools in NSW, with 1821 students and excellent facilities by the end of 2023.

The Thomas Hassall community was able to reflect on the 17 years of shared memories, the growth of the College and the culture that has been created, under the leadership of Mr Whelan. Mr Whelan's exemplary contribution, as the second Principal of the College, was celebrated with a number of events allowing our community, Alumni, parents, staff and students to gather and express our gratitude and thankfulness for Mr Whelan and our College.

Mr Whelan reflected that "I have had the best part of my career here at Thomas Hassall, and continue to enjoy and be energised by our community and programs every day."



In every area of the College, our intent and purpose is excellence, as we pursue the best student outcomes possible.



In every area of the College, our intent and purpose is excellence, as we pursue the best student outcomes possible. Learning excellence, student achievements, and individual and team opportunities to excel are celebrated at the College.

In 2023 we celebrated:

- 500 students participating in the Talented Athletes Program in football, basketball and dance having the opportunity to be part of our winning teams at a representative level
- Over 400 students performed in our music and creative arts programs each week
- Every Year 4 student participated in the compulsory band instrument program
- 2023 was the first Year 12 elective music cohort that had participated in the compulsory Year 4 band program and the standard of the cohort reflected the gains of this program and our music programs

- 300 students from Years 9–12 are working through the Bronze, Silver and Gold levels of the Duke of Edinburgh’s International Award program with our College running one of the largest cohorts in the country
- Over 1000 parents and grandparents attended each of the Mother’s and Father’s Day Breakfasts

2023 marked a milestone celebration for the College: reflecting on the legacy of the past with joy and gratitude and looking with hope and optimism to the future. I am privileged to continue that legacy as the new Principal, leading the College forward from this strong foundation.

**Karen Easton**  
Principal

# Student Leadership

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## **JUNIOR SCHOOL**

Our K to Year 6 Manners Matter program equips all students in the Junior School to be responsible corporate citizens and to develop leadership and initiative. The program content is tailored to be both proactive and reactive, and enables all Junior School students to have a common language around rights and responsibilities.

In Junior School, Year 6 students are selected to be Prefects and House Captains and are responsible for a range of different areas in the College such as leading assemblies, leadership at sporting carnivals and representing the College.

## **SENIOR SCHOOL**

Student leadership in the Senior School is recognised through both formalised roles and in our high expectations of all students.

Our Year 12 Student Leadership team consists of a body of Prefects and House Captains, who are responsible for a range of different areas covering academic, extra-curricular, and Christian focused portfolios. These students organise

assemblies, charity and Christian service-related projects, sporting carnivals and a range of activities throughout the year. Our College Captains are also responsible for attending and speaking at events in the wider community, such as the ANZAC dawn service, commissioning of Prefects and other local events.

Students in Year 11 are given opportunities to develop their leadership capacity through the "Year 7 Peer Support Program." Year 11 students are invited to be a part of Peer Support training, culminating in applying and being selected to lead groups of Year 7 students as they transition into secondary school.

All students in Years 7 to 11 are able to nominate themselves to be involved in the Student Voice committee, representing their cohorts in discussions related to College initiatives and plans for future years. All of our student leaders are involved in training which prepares them for the responsibility of their duties as they strive to reflect the College values of learning, wisdom and service.













# Contextual Information About the College

Established in 2000, Thomas Hassall Anglican College is a co-educational Pre-Kindergarten to Year 12 school located in Sydney's growing southwest with 1821 enrolled students (Kindergarten to Year 6 – is 1741 students). The College student population consists of 48% language background other than English.

The College is a Christian school owned by the ASC. The ASC is a ministry of the Anglican Church Diocese of Sydney. The College seeks to nurture and educate our students in accordance with the doctrines, tenets, beliefs and teachings of the Sydney Anglican Church.

Our vision is 'Growing and nurturing excellence in learning, wisdom and service'. Our mission is 'to create a vibrant learning community where every student is valued, high standards are set and Christ is honoured'.

The College welcomes students from all cultural backgrounds. Every student at the College is introduced to the Christian faith through the teaching of the Bible and staff model Christian character and care to our students.

The College has modern, functional and well-maintained buildings and facilities that are conducive to student learning and wellbeing.

Our College facilities include attractive landscape-designed grounds and our sporting fields are maintained to a professional sporting standard.

Thomas Hassall is committed to partnering with parents, both in the education of their children and in fostering a strong inclusive community. The College has a committed Parent Community Network that partners with the College in fostering community events and connections. Parents are welcomed onsite at the College cafeteria every Friday morning. In 2023 the College fostered strong relations between parents, students and staff by hosting Mother's Day and Father's Day breakfasts, parent teacher nights, sporting events, Creative Arts performances, ensembles evenings and dance concerts. In 2023 the College also ran the Southwest Festival welcoming 15,000 community members to the College.

Thomas Hassall supports families by offering before and after-College Talented Athletes Programs in football, basketball, dance academy, netball and tennis. These programs allow families to access quality before and after-College programs for their children on the College site. The College also has an externally provided OSH onsite.



# School Performance Overview

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## NATIONAL ASSESSMENT PROGRAM LITERACY AND NUMERACY (NAPLAN)

In 2023, 98% of Thomas Hassall students in Year 3, Year 5, Year 7 and Year 9 participated in the National Assessment Program Literacy and Numeracy (NAPLAN).

NAPLAN assesses individual student achievement in areas of literacy and numeracy. The overall literacy component of NAPLAN includes areas of reading, writing, spelling and language conventions. The writing component of NAPLAN is an assessment of a student's writing ability, encompassing aspects of text structuring, grammar, spelling and punctuation.

Performance in NAPLAN is documented on the MySchool website [www.myschool.edu.au](http://www.myschool.edu.au)

### 2023

		Reading	Writing	Spelling	Grammar	Numeracy
Year 3	<b>Thomas Hassall</b>	<b>420</b>	<b>436</b>	<b>433</b>	<b>428</b>	<b>425</b>
	All Australia	405	416	404	411	407
Year 5	<b>Thomas Hassall</b>	<b>509</b>	<b>510</b>	<b>511</b>	<b>513</b>	<b>508</b>
	All Australia	496	483	489	497	488
Year 7	<b>Thomas Hassall</b>	<b>542</b>	<b>549</b>	<b>547</b>	<b>539</b>	<b>545</b>
	All Australia	536	534	539	539	538
Year 9	<b>Thomas Hassall</b>	<b>587</b>	<b>596</b>	<b>595</b>	<b>579</b>	<b>595</b>
	All Australia	564	567	568	557	568







# Senior School Outcomes

## RECORD OF STUDENT ACHIEVEMENT

20 students requested and received a Record of Student Achievement (ROSA) in 2023. Many of these students went on to complete their HSC at other schools or undertook trade apprenticeships.

## VET COURSES

17% of Year 12 students were enrolled in VET courses as part of their Year 12 program in 2023.

All VET students obtained the HSC for their chosen course.

School-Based VET Delivered Courses		Externally VET Delivered Courses	
Hospitality	7 Students	Electrotechnology	3 students
Entertainment Industry	7 students	Automotive	3 students
Construction	5 students		
<b>Total enrolments</b>	19 students	<b>Total enrolments</b>	6 students

## HSC RESULTS

The College was pleased with the overall performance of students in the 2023 Higher School Certificate examinations.

In 2023, 147 Thomas Hassall students sat for the NSW HSC in 32 courses. 100% of the 2023 Year 12 cohort attained their HSC.

37 students achieved the 65 Band 6/E4 Results across 21 courses.

101 students achieved the 265 Band 5/E3 Results across 31 courses.





2023

# HSC outcomes



**DUX OF COLLEGE**

97.3 ATAR  
Ethan Ould



**5TH IN STATE**

Entertainment Industry  
Holly Fisher



**25%**

students were HSC Distinguished Achievers



**96%**

of cohort that applied, received a University Placement



**5**

NESA Encore Nominations



**34%**

of cohort received an ATAR above 80



**587**

results in the top three bands



**329**

results in the top two bands



**2**

HSC Visual Arts Body of Work chosen for Liverpool City Library NEXT Exhibition

# Senior School Outcomes

## HSC RESULTS OVERVIEW

A summary of achievement levels for the Higher School Certificate is provided below:

Subject		Number of Candidates	% Band 3-6	
			College	State
Ancient History	2023	19	94.71	81.24
	2022	10	90	83.77
	2021	27	82.6	79.47
Biology	2023	31	96.76	88.93
	2022	38	89.48	79.89
	2021	44	100	91.34
Business Studies	2023	53	88.66	87.4
	2022	36	83.34	90.43
	2021	61	85.26	87.21
Chemistry	2023	10	100	85.76
	2022	24	75.01	84.61
	2021	21	90.48	88.79
Community & Family Studies	2023	21	100	92.37
	2022	22	100	94.76
	2021	19	100	93.26
Design & Technology	2023	15	100	95.03
	2022	12	100	96.37
	2021	16	100	97.07
Drama	2023	8	100	98.95
	2022	8	100	98.53
	2021	10	100	98.51
Economics	2023	15	93.34	92.33
	2022	15	93.34	93.12
	2021	13	92.31	94.39
Engineering Studies	2023	8	100	95.26
	2022	11	90.91	86.06
	2021	24	95.84	92.65
English Standard	2023	36	94.45	89.76
	2022	23	73.92	88.07
	2021	33	75.76	90.62
English Advanced	2023	111	99.10	99.45
	2022	98	100	99.15
	2021	118	97.46	99.31
Food Technology	2023	10	100	88.88
	2022	13	100	86.92
	2021	14	100	86.93
Geography	2023	49	100	92.88
	2022	0		
	2021	0		



Industrial Technology	2023	0		
	2022	12	83.34	86.70
	2021	15	100	79.51
Information Processes & Technology	2023	18	100	81.15
	2022	14	100	85.04
	2021	0		
Japanese Continuers	2023	0		
	2022	5	100	94.91
	2021	6	83.34	80.07
Legal Studies	2023	31	100	90.37
	2022	25	92	84.98
	2021	52	92.32	89.56
Mathematics Standard 2	2023	73	76.72	82.43
	2022	67	83.59	81.95
	2021	81	66.67	78.85
Mathematics Advanced	2023	39	89.75	93.09
	2022	43	88.38	94.50
	2021	57	89.48	93.88
Modern History	2023	31	90.33	84.54
	2022	37	89.19	88.90
	2021	17	94.12	84.46
Music 1	2023	15	100	97.99
	2022	10	100	98.08
	2021	10	100	98.31
Music 2	2023	1	100	98.77
	2022	1	100	99.1
	2021	1	100	99.72
PDHPE	2023	43	95.35	89.73
	2022	25	68.00	80.17
	2021	23	95.66	86.59
Physics	2023	24	75	89.15
	2022	20	90	86.81
	2021	32	81.25	90.89
Society and Culture	2023	17	100	94.96
	2022	7	100	93.13
	2021	12	100	93.92
Studies of Religion 1	2023	15	100	96.48
	2022	0		
	2021	0		
Visual Arts	2023	12	100	98.97
	2022	15	100	98.59
	2021	12	100	98.45
Construction Examination	2023	4	100	97.22
	2022	17	100	97.68
	2021	14	100	95.54
Entertainment Industry Examination	2023	5	100	93.92
	2022	7	100	96.60
	2021	6	100	97.37

# Senior School Outcomes

Hospitality Examination	2023	7	100	96.13
	2022	3	100	94.64
	2021	7	81.43	91.84

## % Band E3-E4

English Extension 1	2023	21	100	94.44
	2022	15	80	92.58
	2021	20	100	94.41

English Extension 2	2023	5	100	85.69
	2022	5	100	85.06
	2021	8	100	84.42

Mathematics Extension 1	2023	24	50	71.99
	2022	23	34.77	73.36
	2021	37	48.66	74.38

Mathematics Extension 2	2023	12	58.34	85.82
	2022	1	100	85.14
	2021	11	63.64	86.81





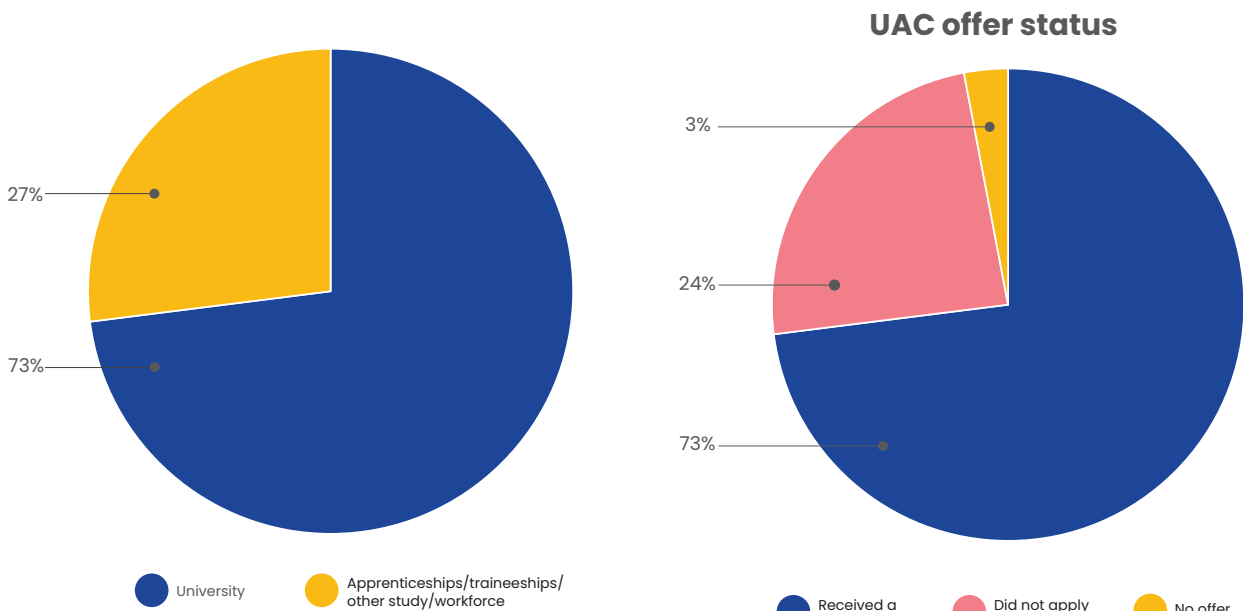
# Post School Destinations for the Class of 2023

Students that completed Year 12 in 2023 are encouraged to identify post-school options that will best suit their interests, talents and career goals, and are supported with applications for scholarships, early entry university schemes, Schools Recommendation Schemes (SRS) and Educational Access Scheme (EAS), as well as other pathways for non-university options.

A large number of the 2023 Year 12 cohort received early entry offers for their chosen university courses. Examples of such offers include courses such as Bachelor of Laws, Bachelor of Arts, Bachelor of Medical Science, Bachelor of Business and Bachelor of Education.

107 students were successful in achieving a UAC offer from the Class of 2023.

We were very proud that 96% of Year 12 2023 students that applied for university received a successful offer through the Universities Admissions Centre (UAC). Those electing to go to university are studying diverse disciplines at a wide range of universities.



# Teaching Standards and Accreditation

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## TEACHING STANDARDS 2023

Category	Number of Teachers
Teachers having teacher education qualifications from a higher education institution within Australia or as recognised within the National Office of Overseas Skills Recognition (AEI-NOOSR) guidelines	135
Number of staff with Doctor of Philosophy (PhD) qualifications	4
Number of staff with Master degree qualifications	24

## TEACHING STAFF ACCREDITATION STATUS 2023

Level of Accreditation	Number of Teachers
Conditional	10
Provisional	4
Proficient Teacher	41
Experienced Teacher (ISTAA)**	80
Highly Accomplished Teacher (voluntary accreditation)	0
Lead Teacher (voluntary accreditation)	0
<b>Total Number of Teachers</b>	<b>135</b>

\*\*Level of accreditation held in addition to proficient teacher accreditation.

# Workforce Composition 2023

School Staff 2023	Total Number
Teaching staff	135
Full-time equivalent teaching staff	124.3
Non-teaching staff	78
Full-time equivalent non-teaching staff	60.9
<p><i>Due to privacy, Thomas Hassall is not able to report on Indigenous, Aboriginal and Torres Strait Islander people on staff.</i></p>	

## Student Attendance

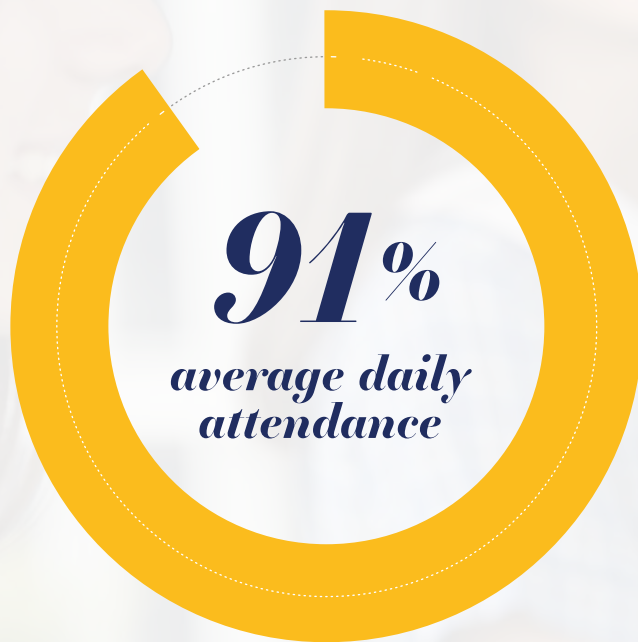
### 2023 ATTENDANCE DATA

Year Level	Attendance Rate
Kindergarten	94%
Year 1	90%
Year 2	91%
Year 3	92%
Year 4	93%
Year 5	91%
Year 6	91%
Year 7	91%
Year 8	88%
Year 9	89%
Year 10	89%
Year 11	90%
Year 12	90%
Whole College Attendance	91%



# Average Student Attendance

On average 91% of students attended school each day in 2023.





## Student Non-Attendance Management

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The College Student Attendance Policy and Procedure specifies how the College manages student attendance and non-attendance.

Teachers are required to mark their class rolls at the beginning of every day, and in Senior School at the beginning of every lesson. Rolls are marked electronically in our student information system (Edumate). SMS messages and broadcast messages in the College App are sent in the morning requesting parents to confirm any absence. Letters are emailed to parents that afternoon requesting an explanation for the absence. Parents are required to give a reason for the absence within 7 days on the College App or using the Parent Portal. After 7 days the absence is logged as unexplained. Unexplained absences are monitored and followed up on a regular basis by a delegated member of staff.

Student Reception review all non-sickness related absences that parents submit for accuracy and for information regarding the care of the student. Where frequent absences are explained as being due to illness, the College requests medical certificates for the absences and consult with parents regarding the health care needs of the student.

Students with persistently low attendance are monitored and personalised strategies (Attendance Improvement Plans) are enacted to increase attendance and/or engage the student in continuing education programs. College Counsellors support students requiring more intensive support.



# School Policies

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## Publicly available Policies and Procedures

### Child Safe

[Child Safe Policy](#)

### Codes of Conduct

[Student Code of Conduct](#)

[Parent Code of Conduct](#)

### Bullying

[Bullying Policy](#)

[Bullying Fact Sheet](#)

### Behaviour Management

[Behaviour Management Policy and Procedures](#)

### Discipline

[Discipline Policy and Procedures](#)

### ICT/Mobile Phone

[Mobile Phone Policy: Junior School](#)

[Mobile Phone Policy: Senior School](#)

[ICT Policy: Junior School](#)

[ICT Policy: Senior School](#)

### Enrolment

[Enrolment Policy](#)

### Privacy

[Privacy Policy](#)

[Standard Collection Notice](#)

### Complaints and Concerns

[Complaints and Concerns Policy and Procedures](#)

[Procedures for Handling Staff Misconduct and Reportable Conduct](#)

[Procedures for Managing Child Safety Incidents or Concerns at or involving the College](#)

[Whistleblower Policy](#)

# Stakeholder satisfaction



## PARENT SATISFACTION

Parents identify the College as a school of choice in Southwest Sydney. This is attributed to the clear Christian worldview, vision and providing quality affordable education for students of all abilities. Our extensive co-curricular opportunities for students attract parents to the College, creating a place where their child can learn academics, performing and creative arts and sport in the one location and within the single safe community environment.

In 2023, we surveyed the Parent Community Network, prospective parents who visited us for enrolments, and families leaving the College, and also sought feedback on major events. Across these parents surveyed, the feedback was overwhelmingly positive and encouraging. A parent focus group was held in relation to Senior School student mobile phone use and parents provided valuable insight and support that influenced the revised Senior School Mobile Phone Policy.

# Stakeholder Satisfaction

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## STUDENT SATISFACTION

Targeted surveys around pastoral care classes and year grades were completed during the year.

Thomas Hassall Senior School launched the Student Voice committee in 2023, with representatives across College grades and houses. Student Voice members are able to raise ideas and provide feedback to the College leadership about different aspects of College life, improving 2-way communication between students and College leadership on matters that students identify as important.

In 2023, Senior School students were given the opportunity to use a digital anonymous feedback platform, THAC Cares, to provide feedback about any aspect of College life. It has been positive to see students take advantage of the ability to share concerns using this platform and students have expressed satisfaction and confidence that they can see changes actioned as a result of THAC Cares submissions. It has also allowed students to be heard and to take ownership expressing opinions that are valued, taken seriously and acted upon.

Junior School students have responded very positively to our Manners Matter wellbeing program where students have learnt valuable life skills, based around respectful relationships and behaviours. Over time there has been an observable positive impact on student satisfaction in their relationships with each other and with staff.

## STAFF SATISFACTION

Staff of the College have a common goal of living and modelling authentic Christian faith, which creates a strong staff collegiality at the College. Staff express a satisfaction that they can develop their professional teaching practice, whilst aligning this with their faith values when working at Thomas Hassall.

Supervision is offered to staff to support professional practice, and leadership time allowances are allocated to support the wellbeing of staff with additional responsibilities. All staff have the opportunity to access self-paced NESA-accredited professional development training through Teacher Training Australia. Approved specialised training is provided to staff through providers such as AISNSW, Lawsense, and Complilearn, and the College also has a Study and Educational Assistance program for staff.









# Achievement Highlights

## STRATEGIC PLAN 2019–2023

### TEACHING & LEARNING PLAN

- Developed, integrated, and trained staff in a new Pre-Kindergarten-Year 6 Numeracy Plan
- Implemented InitialLit across Kindergarten-Year 2
- Reviewed and enhanced the use of data (NAPLAN, ACER etc) for student profiling
- Created and implemented a HSC Improvement Plan
- Updated the formal reporting processes
- Implemented language of the Learner Profile into parent communications including reports and awards
- Increased the use of Canvas as the key Learning Platform for Years 5–12 with further training to staff, engagement with students (particularly with COVID) and also parents gaining viewer access

### MINISTRY PLAN

- Resourced and developed strategies to support staff in the delivery of daily devotions, assembly and chapel talks and lunch time groups
- Staff development of Bible knowledge through our Christian worldview training program and staff weekly devotions
- Developed opportunities for student leaders to lead younger students particularly in ABIDE and Chapel
- Grew the Chaplaincy staff team to provide leadership in Christian education, ministry and mission
- Worked to strengthen partnerships and pathways with local Anglican churches



## STAFF DEVELOPMENT PLAN

- Established a coaching and mentoring program to develop leaders
- Trained and equipped leadership to deal with and resolve complaints in a timely manner and established methods for documenting the process they have taken for record keeping purposes
- Enhanced our goal setting process for staff and established regular feedback processes
- Updated role descriptions and established a process for continual review
- Developed a procedure for checking, documenting and archiving referee checks
- Reviewed and improved the new staff induction program for teachers and support staff
- Staff Wellbeing Survey implemented to consider the pressure points for staff and established a process of regular staff surveys
- Improved the Staff Study Scholarship Scheme

## WELLBEING PLAN

- Improved the leadership training and preparation for leadership opportunities across Years 5–12
- Adjusted the Student Recognition Scheme and the integration of awards across Pre-Kindergarten–Year 12
- Strengthened the House Program and Culture (Kindergarten–Year 12)
- Added a Year 4 Camp to the Junior school camp structure
- Developed a Student Voice Program across Years 7–12

## CO-CURRICULAR PLAN

- Extended the opportunities for students to learn locally, nationally & internationally on specific educational trips
- Students involved in languages (Japanese and French), Music, Art, Food Technology, History, Science and the Dukes program all have the opportunity to make trips nationally and internationally now
- Increased the offerings through the Talented Athletes Program – dance, tennis and netball.
- Grew the Dukes Program to be a key part of the Senior School culture and one of the avenues to facilitate service learning
- Developed an after school drama program
- Continued to grow the ensembles offered at the College

## INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT)

- Integrated ICT capabilities across Pre-Kindergarten–Year 12 programs
- Increased staff resources for ICT Integration
- Further developed communication with internal stakeholders by enhancing the use of apps
- Improved communication systems on campus ensuring emergency tones, announcements and contact with colleagues is effective
- Developed a strong social media presence and resourcing of staff to maintain this and ensure safety of our College reputation
- Improved network and internet connectivity by leveraging the ASC 'ASConnect' Network
- Developed ICT business continuity and data recovery plan
- Developed appropriate practices and policies for information security



# Achievement Highlights

## STRATEGIC PLAN 2019–2023

### COMMUNITY RELATIONS PLAN

- Developed the Parent Community Network and enhanced their engagement and role within College life
- Enhanced 'The Way' newsletter changing the layout and improving the delivery times and length. This correspondence was also improved to have a language translation
- Developed a connection between the Ministry Team and Community Relations Team to increase the opportunities for engagement together through all events with the community (Mother's Day, Father's Day, Gingerbread House, MRK Café)
- Promoted mutually beneficial community use of school facilities and school events to the community using the facilities
- Established a connection with local pre-schools in the area and delivered an excursion program
- Built on existing goodwill with the Hassall Family History Group

### BUSINESS PLAN

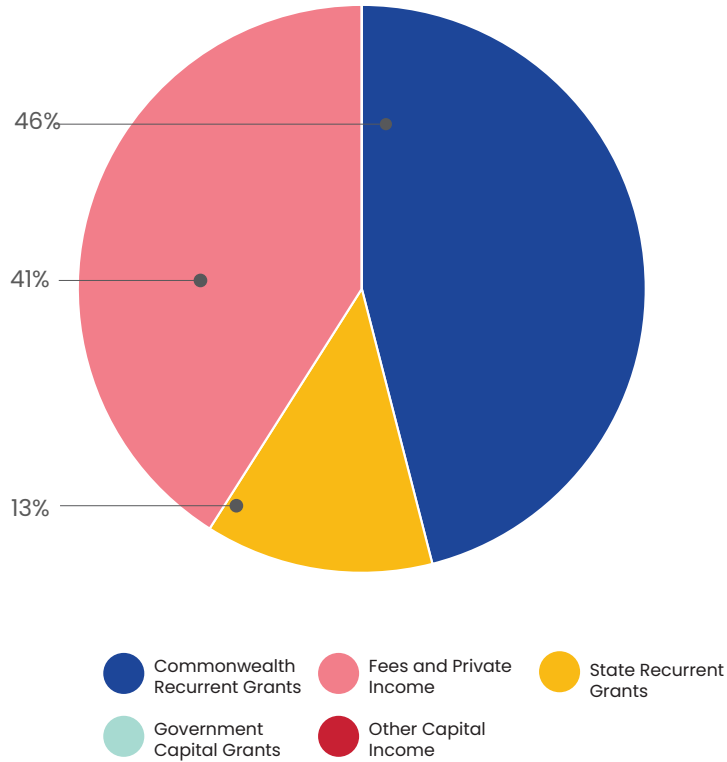
- Revised the 10 year forecast and College Master Plan
- Planned financially for the impact of changing State and Federal government funding models
- Reduced the outstanding debtor balance to ensure solid cash flow
- Expanded the level of key enrolment events to create a widely known profile within the community (eg. Open Week, Step 2 Prep)
- Automated the enrolment application process leveraging off the new system EnrolHQ
- Increased the promotion of the College to potential families through community focused events and facility use
- Refreshed the suite of branding material including the prospectus, merchandise and general communication material
- Firmed up the enrolment pipeline and moved the interview stage of enrolment earlier
- Developed relationships with local and surrounding childcare centres to build community and a pipeline for future enrolments
- Developed and maintained a risk management register. This has now also been moved to an online register inline with The ASC



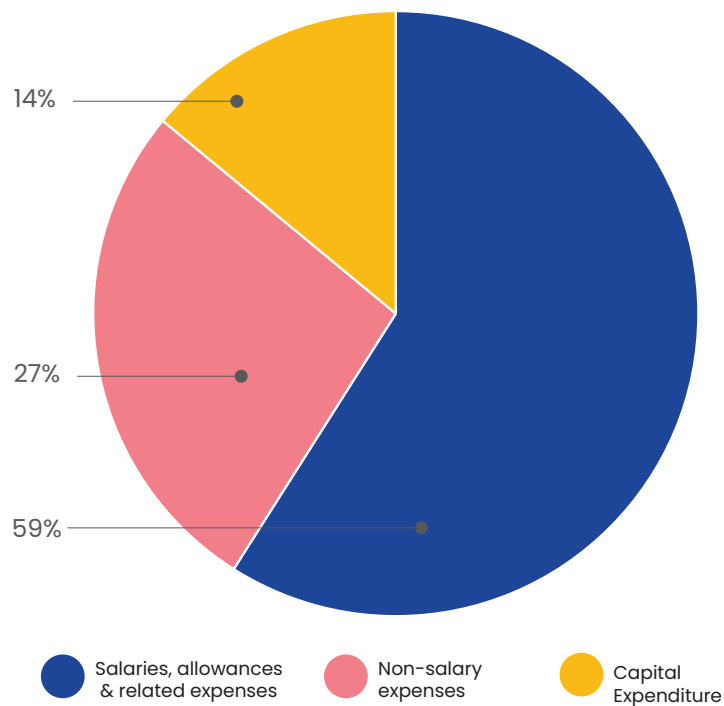
# Summary of Financial Information

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## Income



## Expenditure





“

Growing and nurturing  
excellence in learning,  
wisdom and service

”







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