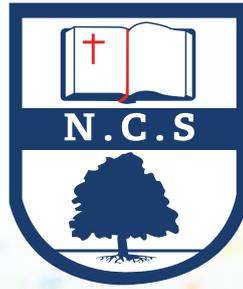


# Nowra **Christian** School



Grow up into Christ



Annual Report

20  
18

# Contents

Principal's introduction .....	3
Chairman of the Board's report .....	4
Contextual information .....	5
Community, care, character .....	5
Purpose statement .....	6
Registered office .....	7
Company structure .....	7
Annual school theme - 'The many names of God?' .....	7
Direction and goals .....	8
Teaching and learning programs .....	8
Community activities and events .....	13
Student leadership initiatives and training programs .....	14
Student pastoral care and Christian perspectives programs .....	16
Key strategic initiatives .....	17
NCS Code of Respect and 'respect' posters .....	17
NCS Strategic Management Plan .....	17
NCS Master Building Plan .....	17
Masterplan - stage 1 building proposal .....	17
Strategic staffing decisions .....	17
Communication with school families and the wider community .....	19
Student performance .....	20
National assessment program in literacy and numeracy (NAPLAN) .....	20
Record of school achievement (ROSA) - stage 5 .....	22
Higher school certificate (HSC) .....	22
Student attendance and management of non-attendance .....	23
Retention rates .....	24
Post-school destinations .....	24
Professional learning and teacher standards .....	25
Professional learning .....	25
Teacher standards .....	26
Promoting respect and responsibility .....	27
Enrolment Policy/Procedure .....	28
Key policies .....	30
Parent, student and teacher satisfaction .....	32
Summary of financial information .....	35

# Principal's introduction

As a registered non-government school, this public report presents information relating to policies and procedures that clearly disclose the educational and financial performance measures and relevant policies of Nowra Christian School (NCS).

At NCS, it is our aim to ensure that our entire school community is kept well-informed on a regular basis regarding school programs and performance. This intention is clearly reflected in our purpose statement which reads; *'Nowra Christian School partners with families in equipping students for life through the provision of quality, Christ-centred education, founded on Biblical values.'* This 'communication' takes on a variety of forms including through the school newsletter (BYTES), via the website, through NCS Facebook, via our NCS Annual General Meeting (AGM), at our 'Insight 2018' parent/carer information and strategic update evening, through SEQTA, notes in school diaries (Primary), official written reports, parent/carer/teacher interviews, and via email and telephone contacts. At NCS, we greatly value partnership with parents and carers and believe that one clear sign of healthy partnership is for the school to engage in early, respectful communication with our families.

This report provides the opportunity for us to convey helpful contextual information about NCS and the community that we serve. It aims to highlight the types of educational programs that are being delivered from a Christian worldview perspective and to demonstrate how these add value to the lives of the students who attend our school.

As required, key performance and statistical data has been provided that indicate that NCS is a community experiencing, not only healthy growth in enrolments, but is also one that is able to provide stimulating educational programs that are designed to enhance the learning of all students. This report also highlights many areas of strategic growth and development in terms of curriculum, facilities planning, policies and programs.

Specific information is provided in relation to staffing and student performance in national and state testing programs. There is a clear focus on the performance of senior secondary students and identification of post-secondary destinations. These indicators highlight that NCS is a school that competently prepares our students to enter the world beyond school, equipped with the gifts, talents and skills required to make positive contributions to the new communities that they will encounter.



# Chairman of the Board's report

The 2018 year was a time of continuing to build on the strong foundations and plans that had been developed in the preceding years. This has enabled our school to care for our community of families and to continue to grow the character of our students as we teach and learn from a Christian worldview perspective.

Our school continues to be led by Mr Rob Bray as principal. Mr Bray completed his second year at Nowra Christian School during 2018. We recognise and are thankful to God for his continued love and provision for our school. We continue to thank God for the experience and dedication of Mr Bray and all our staff, for the positive position the school is in as I write this report in mid-2019.

The School Board has been focused on a number of key areas during the 2018 year. These areas have included the formation of our NCS 'Wellbeing Team'. This team includes our two school chaplains, our counsellor and our counsellor/psychologist, all of whom are on site each week to care for our school community. The planning and finalising of development applications for the new Technological and Applied Studies and Visual Arts Centre, planned to be built in 2019, also continued throughout 2018.

This year also saw the introduction of our school's inaugural 'Insight' evening. This event was

specifically designed to inform and excite our school community about the many different initiatives happening throughout our school.

During 2018, the board continued to engage Resolve Consulting to work with us on areas of grant applications, maintaining good governance and to also work with our Principal and our school's Business Manager as a resource available to them.

I would like to recognise the time and effort that the board members of NCS invest in our school and thank them for their input. We are thankful to God for the gifts and talents that He has given to all those who are involved with Nowra Christian School.

One major area of responsibility for the School Board is finances and we were pleased to finish the 2018 year in a sound financial position. This sound financial position and our stable caring community allows 'Nowra Christian School to partner with families in equipping students for life through the provision of quality Christ-centred education founded on Biblical values'. I pray this vision continues to be our focus here at Nowra Christian School and I commend the rest of this report to you as it shares the experiences of our school over the 2018 year.

Mr Paul Dickinson  
Chairman NCS Ltd School Board

## Community



## Care



# Contextual information

Nowra Christian School is a co-educational K-12 school, established in 1980. It had a student population of 404 students at the end of 2018, with 246 students in Years K-6 and 158 students in Years 7-12. NCS commenced the 2018 school year with an additional 63 students. This considerable growth in our student population is a clear sign that the school has a healthy reputation within the surrounding community for the delivery of quality educational programs. Whilst we are a ministry of Nowra Baptist Church, we provide excellent education in a non-denominational context. Our school accepts up to 40% of total student enrolments from families who are not regular church attending. The school is not a selective school and draws students from a wide range of socio-economic and academic backgrounds. NCS draws students from rural, urban and coastal towns and villages in the northern Shoalhaven area.

Nowra Christian School is also a member of Christian Schools Australia (CSA). This is a national 'family' of like-minded Christian schools comprising approximately 140 schools spread throughout every state and territory of Australia.

The Nowra/Jervis Bay area is home to a number of major Defence facilities. As a result, the NCS

student population comprises many who come from Defence families. In 2018 we had 58 students who had one or more parents who were full-time employees of the Australian Defence Forces. These students came from a total of 34 Defence Force families. Throughout 2018, our Defence Transition Mentor continued to assist Defence families through the provision of a number of activities in order to get to know and support their children and to directly involve Defence parents where possible. This program is funded by the Department of Defence.

In pursuing our school goals, NCS encourages the development of Biblically based values within all individuals who belong to the school community. These values have been identified in the NCS Strategic Plan (Revised 27 October, 2017) as being:

## Community, care and character

These are the three key values that have been identified in the current NCS Strategic Plan and this is indicative of the importance placed on these values by our school community. In 2018, we introduced a variety of events, designed to focus specifically on the value of 'community'. The first of these key events was the inaugural Twilight Family Picnic held in mid-February. This event saw

## Character



many NCS families gathering on the school lawns to enjoy a picnic meal and relaxed conversational opportunities. The second occasion was 'Insight 2018'. This was another successful inaugural event deliberately designed to provide NCS parents/ carers with a range of engaging updates that covered numerous current and future strategic initiatives. The program also included student entertainment items and the evening concluded with good coffee and a sumptuous supper.

Nowra Christian School focuses on relationships, not just structures. Each and every student is seen as being made in the image of God. We are well renowned in our community for being a caring, supportive and nurturing school that has a clear emphasis on catering for the specific needs of each individual student.

We are continually striving to meet the changing needs of our students. To ensure that we provide appropriate educational programs for all of our students, we support and implement ongoing professional development activities for all teaching staff members. This takes place in the form of visiting consultants, external courses, online

courses, and through peer driven and internal providers. We are also committed to providing best-practice resources, technology and modern building facilities to support our teachers in their teaching and the students in their learning.

An important goal is to encourage and equip our students to be independent learners. Providing them with quality educational programs, and individual attention, helps them to actively engage in their own skill development. We offer a wide range of co-curricular, service and leadership development programs to foster the unique gifts and talents of our students.

As part of the Shoalhaven community, our school values the important partnerships we have with our parents and carers, as well as with our community churches. We aim to be an authentic Christian school. We aim to equip our students for success, we want them to serve others and, as a Christian school, we want them to understand and appreciate the model of 'servant leadership' that was demonstrated by Jesus Christ.

#### **Purpose statement**

*Nowra Christian School partners with families in equipping students for life through the provision of quality, Christ-centred education, founded on Biblical values.*

- Our school seeks to encourage and assist Christian parents in their God-given responsibility of bringing up their children in the Lord Jesus Christ.
- Our school seeks to be Christ-focused, recognising that our authority, derived ultimately from God, is delegated to us from the home, the church, and the State.





- Our school is a learning community with Christ as its Head, where relationships are more important than structures.
- Our school recognises that we are created for God's glory, and under His authority to be His witnesses in the world.

Schools such as NCS can only function to their full potential when all members of the team work collaboratively together to achieve the desired outcomes. This 'team' certainly includes our many parents and carers who frequently provide valuable assistance in the classroom, at sporting events and on camps and excursions. The Parents/Carers and Friends Association (P/C & F) help to provide a strong organisational focus and are responsible for the holding of meetings and the facilitation of many significant school events. NCS is also blessed to have a wonderful team of professional staff members who are fully committed to the task of delivering a quality Christian education for every student at our school. Every member of the staff team (teaching and support staff) demonstrate a willingness to 'travel the extra mile' in their roles on a daily basis. Finally, it is vital to recognise the important governance role that is played by the NCS Board. Our hard-working NCS Board, comprised of parents and grandparents, are unpaid volunteers, willing to commit considerable time and effort in order to ensure that NCS is well governed.

### **Registered office**

194 Old Southern Road  
South Nowra NSW 2541

### **Company structure**

Nowra Christian School is a ministry of Nowra Baptist Church Christian School Limited (NBCCS Ltd). NBCCS Ltd appoints a governing Board of Directors at its Annual General Meeting in May each year. This board is responsible for establishing and monitoring the school's budget and operational policies. While the board is appointed from different groups within the school community, their role and legal responsibility, is to always act in the best interests of the whole school, rather than the group of people they are representing.

Under the authority and guidance of the board, the Principal is responsible for the day-to-day running of the school.

The board meets once a month from February to November and may choose to hold additional meetings if required.

### **Annual school theme - 'The many names of God'**

Every year NCS adopts a theme that guides the devotional focus throughout all levels from K-12. In 2018 this theme was entitled 'The many names of God'. In assemblies, devotion sessions and classroom activities, students at NCS closely examined the many names by which God is known. They learned that these names reflect His character, His actions and promises for His world and for His people.

# Direction and goals



**Key Directions/Goals for 2018** include:

## **Senior Executive Leadership Team**

In 2016 a key strategic initiative was the introduction of a new leadership structure that saw the appointment of both a Head of Secondary and a Head of Primary to support the Principal. These three positions comprised the new-look Senior Executive Team. One of the key goals of the Senior Executive Team for 2018 was to work in conjunction with the K-12 Executive Team on the planning process for the introduction of a Head of Teaching and Learning for implementation in 2019.

## **Head of Teaching and Learning**

After agreement was reached to create this new coordinator role for implementation in 2019, planning commenced on the development of a position description statement. The role was internally advertised in Term 4, 2018 and a successful applicant appointed in readiness for the 2019 school year.

## **K – 12 Executive Leadership Team**

Nowra Christian School is a K-12 school and it is important that all decisions are made with this understanding in mind. Consequently, the K-12 Executive Team plays a vital role in ensuring the maintenance of a whole-school perspective in relation to decision making and program development.

## **Bring Your Own Device Program (BYOD)**

During Term 4 of 2018, the ICT Department worked closely with the NCS Secondary staff as preparations were made for the introduction of a Years 7-12 Bring Your Own Device (BYOD) Program scheduled to commence at the beginning of the 2019 school year. A series of BYOD parent/carer information evenings were held, designed to both provide relevant information about the program as well as increase parent/carer engagement and enthusiasm for this new initiative.

## **Curriculum development**

Teaching and learning is the core business of any school and NCS is no exception. 2018 saw further consolidation of the process of designing and delivering curriculum from a Christian worldview perspective. Further staff training occurred using a curriculum design model developed by Christian Schools Australia (CSA) called 'Connecting learners with God's big story'. After detailed investigation that involved visits to a number of schools, NCS made the strategic decision in late 2017 to join the AVID (Australia) group of schools. AVID stands for 'Advancement Via Individual Determination'. 2018 has seen the first full year of implementation of this program and further staff have been trained at both the winter and summer institutes, presented by AVID Australia. This program is being systematically 'rolled out' across all levels of our school in an age-appropriate manner.

## Strategic planning

The School Board and Senior Executive Team have continued to be involved in strategic planning throughout 2018. Much of this planning has focused on the finalisation of plans for Stage 1 of the Building Master Plan.

## Building and Grounds Masterplan

Following on from the development of a new Strategic Plan in 2017, the board then turned its attention to the finalisation of a Building and Grounds Master Plan. In late 2017, the decision was made to partner with Stanton Dahl Architects in the development of this plan. 2018 has seen the identification of Stage 1 of the Building Master Plan. Stage 1 involves the building of a TAS (Technological and Applied Studies/Visual Arts Centre). Much of 2018 saw members of the NCS planning committee travelling to other schools to inspect newly completed building complexes. Regular Skype planning sessions were held with representatives from Stanton Dahl as the plans for this building project were finalised. These plans include a Food and Wood Technology Centre and a Visual Arts and Ceramics complex. There will also be facilities for plastics and the inclusion of four GPLAs (General Purpose Learning Areas).

## Block Grant Authority (BGA) Grant Application

The decision was made in 2018 to apply for a BGA grant to assist with the costs of funding the proposed Stage 1 Building Program. The school was informed late in 2018 that it had received a 'notional' grant of \$800,000 to assist with the construction costs of the Stage 1 project.

## NCS policies and procedures

In 2018, the Executive Leadership Team, in consultation with the School Board, were involved in a continual process of revision and development to ensure that NCS has best-practice policies and procedures in place in order to ensure the professional operation of our school.

## School promotion to the wider community

As is the case for all schools, we realise the importance of clearly conveying the specific nature of our educational programs and philosophy to our surrounding community. In consultation with the Community Relations Manager, we have established a number of mechanisms via which we accomplish this aim and have further developed these throughout 2018. These include, but are not limited to:

- NCS Open Week
- Kindergarten Open Mornings
- Year 7 'Taste 'N' See' Experience Days
- NCS website (including a new 360 Virtual School Tour facility developed during 2018 and to be 'launched' at the beginning of 2019)
- NCS Facebook
- Radio (and other) promotions

## School promotion to the NCS community

(Note: NCS already has many well established programs in this area but we are aiming to continually develop new initiatives.) It is vitally important to seek innovative ways of fostering opportunities for current school families to meet and strengthen relationships.

The Parents, Carers and Friends Association (P/C & F), aims to encourage the direct involvement of our parents and carers in a wide variety of school activities. The key emphasis of this group is on 'relationship-raising' rather than 'fundraising', in recognition of the importance that NCS places on the development of 'community'.

An inaugural whole-school 'Twilight Family Picnic' was successfully held on a Friday evening in mid-February. This saw a large number of school families gathering on a grassed area to simply enjoy each other's company and to celebrate the commencement of a new school year. Another new initiative in 2018 was the holding of 'Insight 2018', an evening where all school families were invited to be both entertained and to receive significant strategic updates regarding plans and projects of great relevance to the future directions of our school.

## Student leadership

NCS has long been committed to the fostering of leadership skills within our students across all levels of the school. In 2018 we continued to conduct the 'Synergy' Student Leadership Program. This initiative saw the senior school leadership teams from five Christian schools in the wider Shoalhaven/Illawarra area coming together on two occasions for breakfast in order to discuss the topic of student leadership and especially what it means to lead 'Christianly'. At the second meeting, students also participated in an intensive public speaking training program that recognises that this is one of the important leadership attributes that students need to acquire. NCS also cultivates the leadership skills of our students via many other methods that involve leadership training programs within the school and beyond. Another significant event that is designed to challenge our student



leaders to think creatively is the National Young Leaders Day. NCS also sent a team of student leaders to this event in 2018. Every year, four senior student leaders also participate in the Kiama Electorate Student Leaders Forum held at the NSW Parliament House in Sydney.

## Teaching and learning programs

### Beyond the classroom

At NCS we believe that effective teaching and learning occurs both within and well beyond the formal classroom. Once again in 2018, educational programs involving NCS students occurred in a wide variety of contexts and settings. These rich learning experiences took place throughout our local area and at a range of venues located far from our school. Such experiences have occurred in the areas of culture, sport, Christian growth and leadership, volunteering, careers and work experience, community and service pursuits.

### Education from a Christian worldview perspective

Like all registered schools throughout Australia, it is the Australian Curriculum that provides the foundation for all curriculum delivered at NCS. However, as a faith-based school, NCS is able to present the Australian Curriculum from a Christian worldview perspective. In 2017, NCS sent our Head of Primary to Adelaide to complete a professional development program where he was trained to be a presenter who could in-service NCS staff in relation to the utilisation of the 'Connecting

Learners with God's Big Story' curriculum template. This template has been designed by Christian Schools Australia (CSA), our parent organisation. It enables schools, such as NCS, to design curriculum from a Christian worldview perspective. Throughout 2017 and again in 2018, our staff have been progressively up-skilled in relation to this curriculum design model. Teaching staff also have the opportunity each year to attend one of two major professional development activities run by the Association of Teachers in Illawarra Christian Schools (ATICS). Both teaching and support staff at NCS are strongly encouraged to participate in a wide variety of professional development activities to ensure that our school is able to continue to deliver quality educational programs. In 2018, NCS was, once again, represented at the Christian Schools National Policy Forum, held in Canberra. NCS was represented by our Principal and Head of Primary. This event brings together Christian school leaders from throughout Australia. Many Federal politicians were also invited to attend a special dinner at Parliament House, and this gathering was addressed by both the Federal Minister for Education and the Shadow Minister for Education. The Policy Forum provides an excellent

platform from which to make our politicians aware of the vital role that Christian schools play in the education of thousands of young people throughout our nation.

### **'Professional Growth and Development Program'**

In 2018, NCS continued its annual 'Professional Growth and Development' reflection/appraisal program for all teaching staff. This program aims to assist staff to reflect on the year that has passed and also to focus on some specific areas of professional development for the year ahead. This process has been directly linked to the AITSL Teaching Standards.

### **'Advancement Via Individual Determination' (AVID)**

Towards the very end of 2017, the decision was made for NCS to join AVID (Australia). AVID stands for 'Advancement via Individual Determination'. This decision was made after careful research and after an NCS staff team visited a number of schools that were already operating this program. Our staff were very impressed with what we saw and we were confident that this program would be ideally suited to a Christian school such as NCS. The program has application across all levels of our school. One major aim of the AVID program is to increase student engagement, leading to improved educational outcomes. The AVID program has been progressively introduced throughout the 2018 school year with the strategic appointment of an AVID Coordinator. All staff received relevant training during the July Staff Conference.

Key aims/focus of AVID are:

AVID understands that the first step to improving a student's performance is teaching them how to learn. The AVID program's main focus is to provide students, teachers and schools with the expertise and support to build this foundational first step. Foundational to the AVID program are the five areas of: writing, inquiry, collaboration, organisation and reading. Students in both Primary and Secondary throughout 2018 developed skills in each of these areas through the implementation of various teaching and learning strategies.

### **Student enrichment and extension programs**

Students are also provided with numerous enrichment and extension opportunities in a wide range of areas. Some of these have taken the form of participating in national Mathematics, Science, History, Geography and English competitions. Three NCS Year 10 students also participated in the Rotary Youth Program of Enrichment (RYPEN). Many students with musical and theatrical skills either enter individually or as teams in the wide variety of activities that are offered through the local Eisteddfod event. NCS student teams from stages 3, 4 and 5 also compete in the Da Vinci 'academic decathlon' competitions, held in Wollongong, where students who have demonstrated sound academic skills, work together to solve high-level thinking challenges that range across 10 different fields of endeavour. Just some of the other enrichment and extension activities and programs have included the HSC Showcase and Celebrate Creativity programs, Primary Choir, NCS Concert Band, Secondary Vocal Ensemble, music tuition, Book Week, 'Speak to Me' (a public speaking contest), Secondary Aeronautical Velocity Challenge (STEM based events), Mathematics Pi Day, Year 8 Language Perfect World Championships (French), Verbal Combat Workshops and Primary Chess Competition. In 2018, NCS had the opportunity to host the members of The Australian Girls' Choir. This provided wonderful opportunities for our students to be involved in creative workshop sessions with choir members and to participate in an evening combined concert performance presented to the NCS and wider communities.

At NCS we encourage all students at all levels to perform to the best of their ability in terms of academic performance. However, we firmly believe that a student's ATAR score is not their only measure of success and achievement. We also acknowledged the many contributions made by our 2018 Year 12 students to co-curricular activities, including leading Bible studies, participating in sporting teams and events, contributing to creative and performing arts endeavours, being involved in service activities and undertaking leadership roles.

The annual national Naplan testing program for students in Years 3,5,7 and 9 was held in May 2018. Again, the school provided a letter for all school families that summarised key performance trends. It indicated that we had been well pleased with the overall growth in student performances that had occurred. (See Naplan data on page 20).

### **Sporting opportunities**

NCS students have again been involved in many sporting events and experiences from AFL gala and skills days to cricket, soccer, swimming, gymnastics, athletics, volleyball, netball, basketball, rugby, touch football, cross country, hockey, dragon tag and triathlon.

### **School productions**

These are an integral component of the teaching and learning programs at NCS, providing rich opportunities for students to enhance their

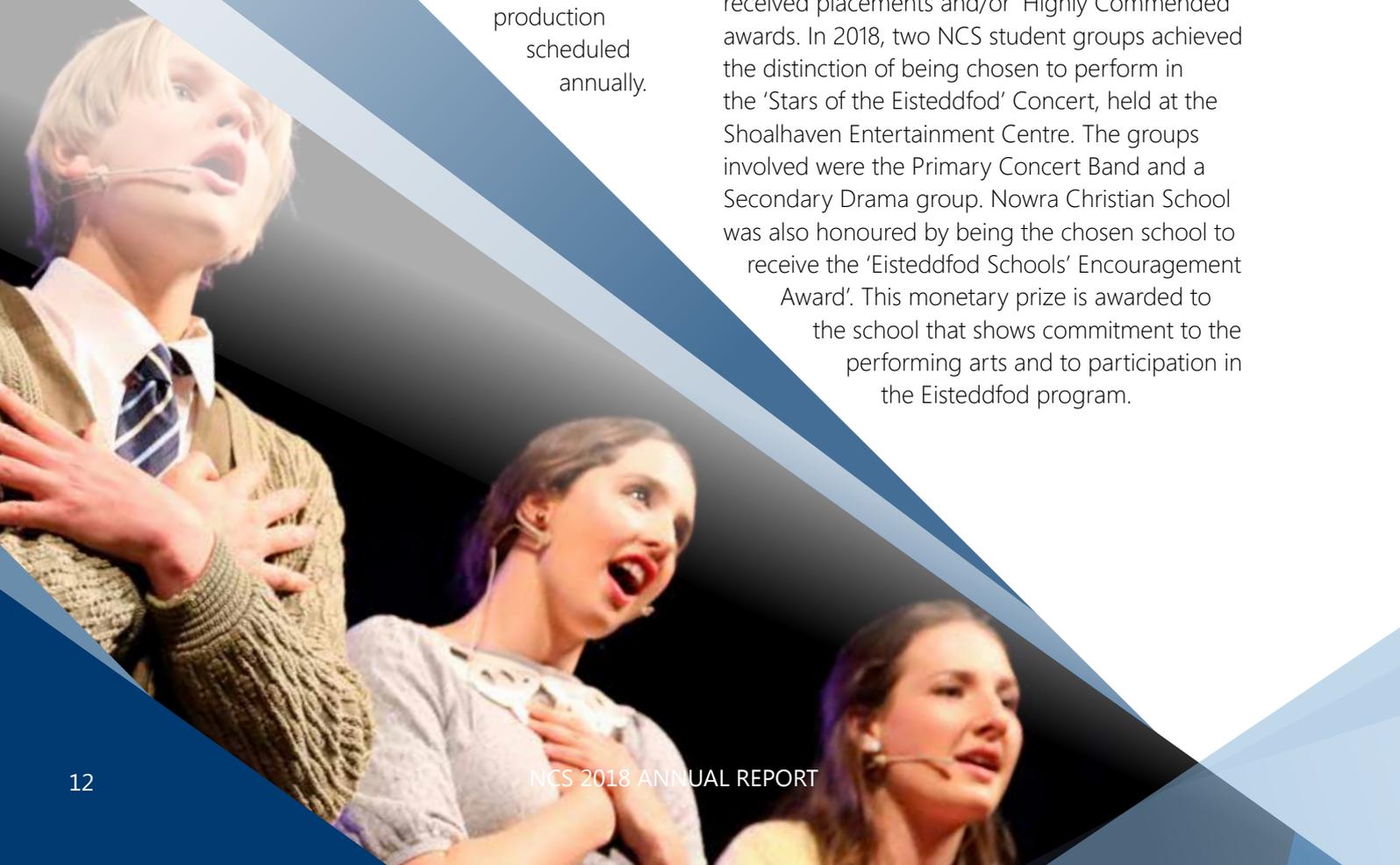
God-given dramatic, dance and musical gifts and talents. Many other students also learn new skills as members of the backstage crew or via their involvement in make-up or costuming and set design and construction. At

NCS there is usually one major school production scheduled annually.

In 2018, the musical, 'Bye Bye Birdie' was presented by our secondary students. The quality of this production was amazing! The audience on each of the three major evening performances were delighted by every aspect of this production that resulted in a truly enjoyable theatrical experience. We invited many special guests to attend. One of these was Mr Gareth Ward MP, Member for Kiama. He publicly stated in his speech to the NSW Parliament on 6 June, 2018, 'I thoroughly enjoyed the performance and cannot wait for the next one.' Not only do these productions provide wonderful opportunities for students to showcase their gifts and talents to our wider school community, but they also enhance teamwork and cooperation as staff, students and parents/carers work together in effective partnership. Clearly much valuable learning occurs as a result of including such programs within the curriculum offering at NCS.

### **Shoalhaven Eisteddfod**

This is a major local community program, involving numerous NCS students who participate both individually and as group performers. In 2018, students participated in all three disciplines. These were choral, instrumental and drama. NCS students participated with great success. The Secondary Choir received a second place and many other groups and individual students received placements and/or 'Highly Commended' awards. In 2018, two NCS student groups achieved the distinction of being chosen to perform in the 'Stars of the Eisteddfod' Concert, held at the Shoalhaven Entertainment Centre. The groups involved were the Primary Concert Band and a Secondary Drama group. Nowra Christian School was also honoured by being the chosen school to receive the 'Eisteddfod Schools' Encouragement Award'. This monetary prize is awarded to the school that shows commitment to the performing arts and to participation in the Eisteddfod program.





## Community activities and events

At NCS we are continually seeking ways for our students to be involved in programs that can both link to, and serve, our surrounding communities. Throughout the past year, some of these programs have included Relay for Life in support of the Cancer Council, and the holding of a whole-school 'Compassion Fair', designed to both raise money for the ongoing support of the school's two Compassion children as well as to raise awareness of the importance of such sponsorship programs.

Students have also visited various nursing homes to provide musical and other programs, they have been involved in weekly assistance at the Nowra East Public School Breakfast Program, participating in ANZAC Day ceremonies, providing food for the Caring Box appeals and many other worthwhile projects and endeavours. All Year 10 students again had the opportunity to participate in a one week certified training program with the Rural Fire Service (RFS) whilst other students engaged in the outdoor rigours of the Duke of Edinburgh program.

Once again in 2018, we had a Year 11 student who accepted the opportunity to participate in the demanding 12 day 'Outward Bound' program, sponsored by our local Lions Clubs. On return, this student presented a talk regarding this program to the Lions members. NCS students were invited by the Nowra Domestic Violence

'White Ribbon Working Party Committee to enter a visual arts competition for children and youth in the Shoalhaven area. Our NCS Stage 5 drama students took up the challenge of entering the video making section. NCS students received a first and third placing in this important community awareness initiative. The year concluded with NCS joining with Nowra Baptist Church to host the Worrigeer Community Carols and Fireworks event, held on the school grounds. This brought together an estimated crowd of between 3,000 - 4,000 people drawn largely from the communities directly surrounding NCS.

In the second half of 2018, the drought gripping many parts of Australia, including NSW and the local farming community surrounding Nowra Christian School, continued to worsen. As a member of the Christian Schools Australia 'family', NCS students were actively involved in fundraising activities directly aimed at drought relief. This type of student involvement in supporting others in need is an essential component of the Christian ethos of our school. Our students participated in a 'Parma for a Farmer' Canteen Day where they also dressed up as farmers and paid a gold coin for the privilege of doing so. This event raised over \$1,500 for drought relief. Another approximately \$2000 that was excess money raised at the Compassion Fair was also donated to support our local farmers who were struggling financially due to the drought.





## Student leadership initiatives and training programs

NCS places great emphasis on training our students to understand what leadership from a Christian perspective involves. We regularly refer to the example of 'servant leadership' as exemplified through the life and ministry of Jesus. Our students learn that authentic Christian leadership involves a desire to serve others and to seek ways to contribute in a positive manner to our wider community.

Students at all levels have opportunities to be involved in a wide range of leadership initiatives and programs. Student Representative Councils (SRC's) operate at both the primary and secondary levels. There are Prefects, House Captains and School Captains. In 2018, our NCS prefects attended the National Young Leaders Day held in Sydney, whilst other potential future leaders developed their leadership skills through representation on the Shoalhaven Youth Advisory Committee. Our student prefects were also given an opportunity to attend the Student Leaders Forum held at the NSW Parliament House, organised by Madam Speaker, Shelley Hancock.

Stage 3 students were involved in Followers in Training (FIT) run by Crusaders. Numerous other NCS students have participated in Christian

Leadership Programs, including Leaders in Training (LIT) and Followers in Training (FIT).

Many NCS Secondary students also undertook the demanding Duke of Edinburgh program. This program specifically aims to develop student skills in areas such as communication, problem-solving and leadership.

Also in 2018, our Secondary Captains and Prefects attended two 'Synergy' Leadership Training events where they joined with other senior student leaders from the regional ATICS group of Christian schools to discuss leadership plans and programs. During Term 4, this also involved the opportunity to participate in a public speaking training session. NCS Secondary Captains and their ATICS student counterparts were also challenged to share the outcomes and discuss the challenges related to their year of leadership.

However, at NCS we actively encourage every student, regardless of whether they have a formal leadership title, to seek opportunities to display initiative and to take a leadership role in areas where they may have knowledge and expertise.

## STUDENT LEADERS' REPORT

(This report features the comments and reflections shared by our School Captains in their presentation to the school community at the 2018 Thanksgiving Evening.)

As the 2018 Captains of Nowra Christian School, it is a privilege to be here to extend our deepest thanks to all those who have been involved in making the past year a memorable one and to share with you what we have learnt about Christian leadership.

Vince Lombardi, an American football player and coach, once said 'Individual commitment to a group effort... that is what makes a team work, a company work, a society work, a civilisation work.' Throughout the entirety of our time here, this school has been much more than just a school. It is a society, a home, a community where we have seen the school grow and ourselves grow; academically, creatively and spiritually.

Hebrews 13:7 says 'Remember your leaders who spoke the word of God to you. Consider the outcome of their way of life and imitate their faith.'

This year, being captains, it has demonstrated to us that leadership is not always easy. We recognise that it can't be done alone. We are so blessed to have wonderful staff and fellow students who have been incredibly encouraging and supportive throughout the year. The things that we have learnt have built a foundation that will stick with us for years to come.

Over the past 13 years, there have been countless individuals who have served and impacted us during our schooling journey. It may seem that we always repeat ourselves, however that is because it emphasises the gratitude and appreciation we have for you (plus we were told we couldn't leave anyone out).

Firstly, we would like to thank the School Board for their tireless work behind the scenes to ensure our school creates a safe, caring and Christian environment to learn in.

To the teachers who teach. Thank you for the many hours that you have spent on us, both in-school and out of school. You have taught us, not only academically, but also how to live a Christ-like life through being role models.



To our parents and carers. Your constant love and support in encouraging us to be the best people we can be, has given us the confidence to dream big. Thank you for giving us the opportunity to learn in such an incredible environment that challenges us to better ourselves.

A huge thanks to the librarians, IT guys, the canteen workers and the office ladies. To the finance advisors, counsellors and groundskeepers. Each role, no matter how small, has played a big part in assisting and enhancing our learning. (This has occurred through the provision of books, wifi, lunch, Panadol and gardens). Your continued commitment to our school does not go unnoticed.

To Mr Bray, Mrs Meek and Mr McLennan. Your support towards the students in many different aspects of our lives is greatly appreciated. Your love for Christ and the way you live for Him has been conveyed to us daily and provides us with an example of how to bring glory to God.

Lastly, we would like to address the student body. We want to challenge you to think differently about the word 'leadership'. Leadership shouldn't be about the person up the front or with the badge. Rather, true leadership involves each person in different areas of their lives, working together to make a change. We urge you to take opportunities that you're provided with, and to serve and glorify God with the gifts that He has given to you.

Thank you

**Caleb Mackie & Jasmine Dickinson**  
NCS Captains 2018

# Student pastoral care and Christian perspectives programs

Nowra Christian School is committed to developing strong relationships with students and creating an environment in which every student is engaged in Christian discovery. They are challenged by God's word about where Jesus is in their lives. Some initiatives which our school have implemented to encourage students in their relationship with Christ and also equipped students to share the gospel with others include:

**Pastoral Care** - All staff at Nowra Christian School are committed to the pastoral care of our students. Year advisors in the Secondary School have oversight of each year group and work with teachers, chaplains, counsellors and our learning support staff to help our students. These staff are available to discuss with students and parents/carers any issues that arise.

Our year advisors communicate with parents/carers by collecting information from other staff to make some informed observations about

the progress of each child, academically, socially and spiritually. They will also deal with discipline issues. Over time, year advisors will get to know each student in their care very well.

**Chaplains** - Nowra Christian School employs, under Federal Government funding, a Primary and Secondary Chaplain to be on-site one day a week to provide pastoral care services, Biblical teaching and strategies that support the emotional well-being of the broader school community.

**FIT and LIT** - These events - for our Secondary students, Followers In Training (FIT) (Youthworks) and for our primary students, Leaders in Training (LIT) (Crusaders) - give participating students the opportunity to learn about being disciples of Jesus and disciple makers.

**CRU Group** - Led by our Primary Chaplain and student leaders, this event takes place once a week during lunchtimes. Primary students have the opportunity to explore what it means to be followers of Jesus.

**Secondary small groups** - 'FISH' (Fellowship in School Hours) is run by student leaders assisted by the Secondary Chaplain. These groups provide a great opportunity for students to develop leadership skills whilst discipling younger students. We are also privileged to have a Year 7 and 8 Girls Bible Study group that is organised and run by our senior students. Secondary students are also involved in running a small lunchtime group for Year 6 students. The groups are conducted during lunchtimes, catering for various age groups and genders.



**Senior Mentoring Program** - Our senior students are also given an opportunity to meet one-to-one with a member of staff in our mentoring program. The goal of this program is to help students better manage what may be a stressful time for them as they work towards their HSC examinations. Staff will advise how senior students can balance their time between school work, outside part-time work

(if there's any), church commitments and family.

**Student care** - Other supports for our students include our morning AM groups and fortnightly assemblies. There is an array of support structures and processes in place as a result of our MindMatters and KidsMatter programs.

## Key strategic initiatives

### **NCS Code of Respect and 'Respect' posters**

This important initiative is referred to elsewhere in this report.

### **NCS Strategic Management Plan**

The School Board have responsibility for developing and revising the school Strategic Management Plan. As the name suggests, the Strategic Management Plan exists to guide and direct the future development of our school. This was a major task undertaken by the board during 2017. Discussions involved representatives from school leadership, parents and senior students to ensure that a variety of perspectives were canvassed. Resolve Consulting was also appointed to assist with the facilitation of this process. The key 'values' that were linked to the Strategic Plan were also reviewed as part of this consultative process. The outcome of these discussions was the recommendation of three key values which are 'care, community and character'. The NCS 'Purpose Statement' was also carefully re-visited and it now states *'Nowra Christian School partners with families in equipping students for life through the provision of quality, Christ-centred education, founded on Biblical values.'*

### **NCS Master Building Plan**

Once the current Strategic Management Plan was finalised, the Board then turned its attention to the development of a suitable Building Master Plan, designed to support its key strategic priorities. The School Board made the decision to hire Stanton Dahl Architects to work in consultation with the board and the Senior Executive Team in the development of such a plan. On 12 December, 2017, the board held an extraordinary meeting at which it gave final approval to the Building Master Plan.



### **Master Plan - Stage 1 Building Proposal**

In 2018, NCS began to implement Stage 1 of its 10 Year Building Master Plan. In consultation with Stanton Dahl Architects, the school identified the construction of a Technological and Applied Studies/Visual Arts Centre as being its top building priority. During the year, staff teams visited other schools to inspect similar facilities. The creation of detailed building plans commenced and a BGA grant was successfully submitted to help support the construction costs associated with this significant project.

### **Strategic staffing decisions (update)**

This report has referred to a number of significant strategic planning and building proposals. However, the board and school executive fully realise that, whilst such developments are exciting and important for the future of our school, it is the quality and commitment of our staff that must always remain our highest priority. In the *NCS 2017 Annual Report* mention was made of a number of key areas where significant new staffing initiatives were being put in place for the 2018 school year. I am pleased to note that these new roles have now been operating successfully throughout 2018. These staffing initiatives have included:

**i) School Counsellor/Psychologist** - At the conclusion of 2017, NCS appointed a part-time counsellor and a part-time counsellor/psychologist to its staff team. In total these two positions



amounted to almost a 1.0 FTE. These appointments were made in recognition that we live in an increasingly complex world and our NCS families are also subject to many of the pressures that such a world brings. These factors can negatively impinge on the learning experiences for a number of our students. These appointments meant that, in 2018, NCS has had direct access to the input of our own 'experts' who are able to provide professional advice from a distinctly Christian worldview perspective. Much of Term 1 was spent on the provision of a well-equipped counselling room/office and the careful development of appropriate policies and procedures designed to ensure that all related services were delivered in accordance with 'best-practice' approaches. Our counsellors/psychologist have comprised key members of the K-12 Wellbeing Team and this group have met on a regular basis to overview the key student wellbeing programs. In 2018 our counsellors/psychologist worked directly with numerous students and their parents/carers to ensure that appropriate professional support was provided in a timely manner.

**ii) ICT Manager** - Over recent years, the School Board has been monitoring the provision of vital ICT services at NCS, seeking the most suitable model for the next stage of school growth and development. There have been a number of past reviews and an ICT Steering Committee was established to specifically make recommendations regarding such a model. In mid-2017, the Board accepted a recommendation from the ICT Steering

Committee, to seek an ICT Manager to support the ICT Technician who was already in place. Towards the conclusion of 2017, the school was able to appoint a qualified ICT Manager. Our ICT Manager has worked very effectively with the ICT Technician to ensure that ICT support for all staff, teaching and non-teaching, has been provided efficiently and consistently throughout 2018. Staff and students have expressed high levels of satisfaction with the ICT services and hardware that have been made available to them.

**iii) Head of Teaching and Learning** - After a series of strategic discussions between the Executive Leadership and K-12 Executive Teams during the second half of 2018, the decision was made to recommend the creation of a Head of Teaching and Learning position. The School Board were supportive of this recommendation and, after internal advertisement, an experienced teacher has been appointed to this position that also attracts a Coordinator, Level 2 loading. Considerable planning for the implementation of this role as of the beginning of 2019 took place during the final term of 2018. We are confident that this strategic appointment, with associated time allowance, will greatly enhance the quality of our teaching and learning programs in 2019. This staff member will also coordinate NCS's school-wide AVID program.

# Communication with school families and the wider community

It is vital that schools fully understand the importance of communicating clearly and consistently with their current families as well as sharing their key distinctives with the wider community via appropriate forms of advertising. At NCS, we aim to keep our current parents/carers and students updated via regular informative articles in *NCS Bytes* and through the careful maintenance of a user-friendly website. We share our school with the wider community through a range of methods, including via radio advertisements which emphasise that NCS is the 'Christian school in Worrigeer'. However, at most enrolment interviews, we are informed by prospective parents/carers that they have primarily heard about NCS through the positive 'word of mouth' conversations that they have had with members of current school families.

There were many methods via which NCS communicated with our school community throughout 2018. Numerous parent/carer information evenings are held at appropriate times throughout the year. These cover every stage of education from Kindergarten through to HSC and are designed to provide current and prospective school families with relevant information and to provide opportunities for questions and informal discussions. These included holding an 'Open Week' during Term 1 when any interested families could visit NCS, meet key staff and be escorted on a tour of the school by trained student guides. The school again successfully held its Year 7 'Taste 'N' See' Day. This event is designed to provide current Year 6 students, and those families from outside NCS who are contemplating our school for their children in Year 7, with an opportunity to participate in a range of typical secondary school lessons and to meet with key secondary staff. Following this event, all current and prospective parents/carers are invited to attend a Year 7 Information Evening. 2018 also saw the holding of our inaugural Twilight Family Picnic. This event was held in February and provided an informal venue where parents/carers and their families were invited to participate, to enjoy an informal

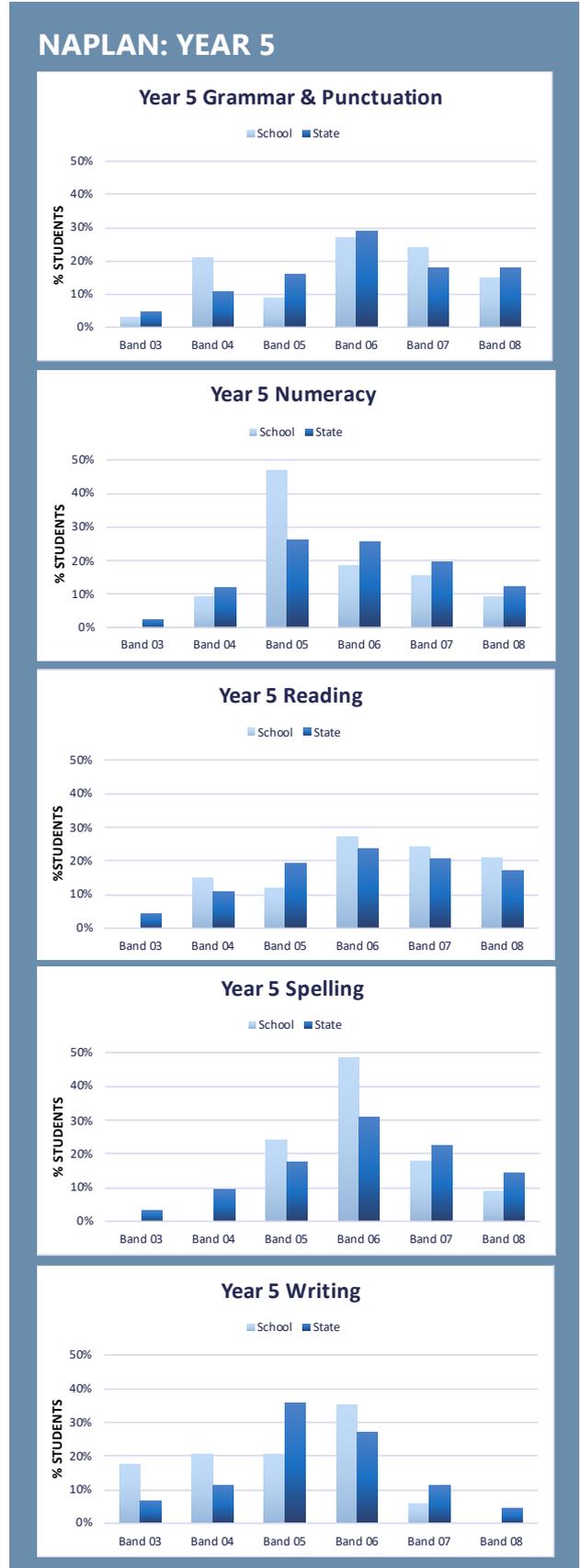
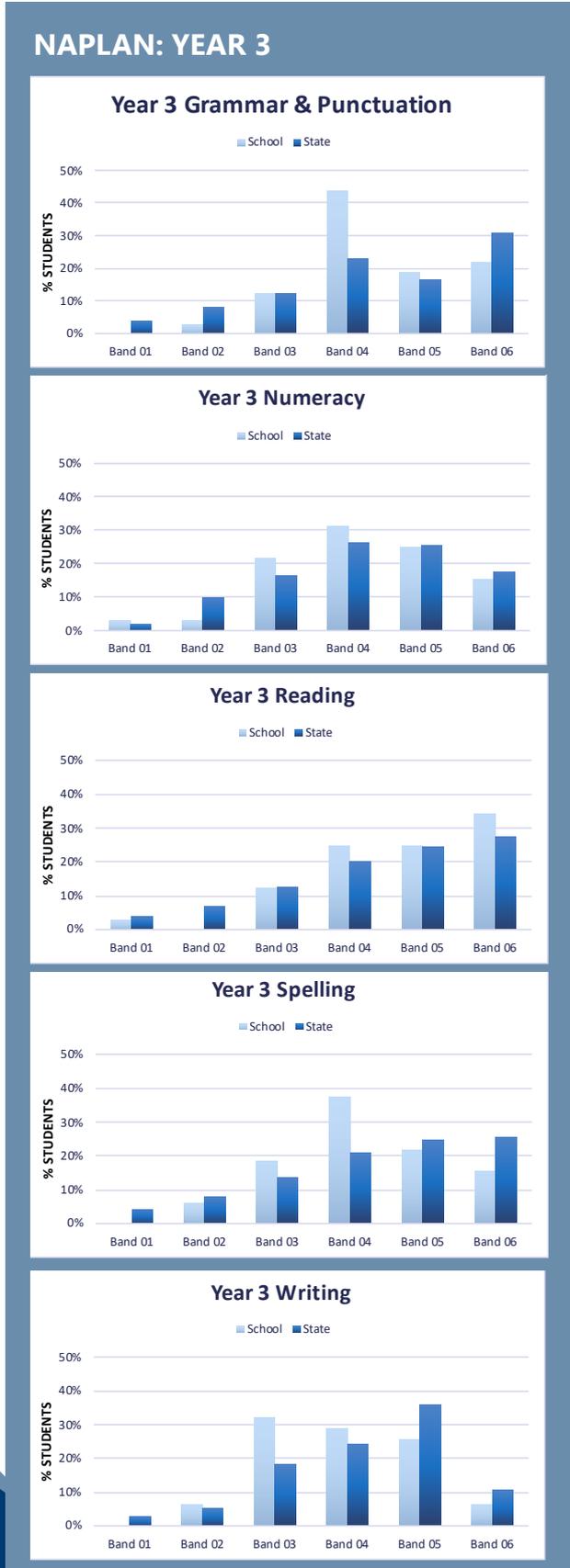


meal together and to have the opportunity to engage in relaxed conversations with staff, board members and other parents/carers. A number of Kindergarten Open Mornings were also held for families contemplating NCS as a possible school for their children. NCS was also represented at the 2017 Shoalhaven Defence Expo, which provided an opportunity to promote our school to Defence families.

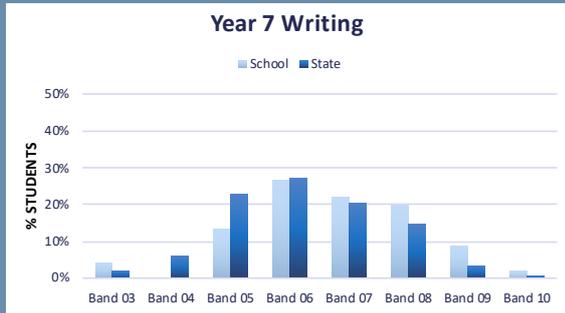
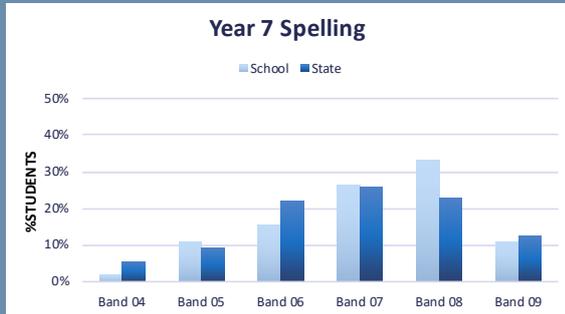
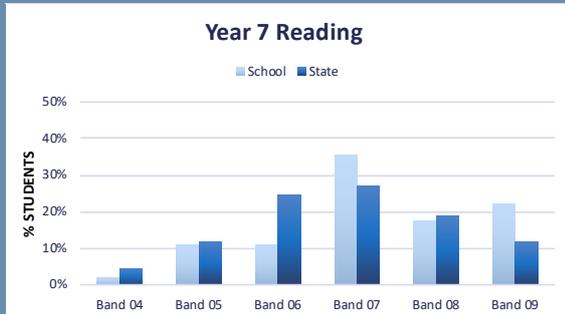
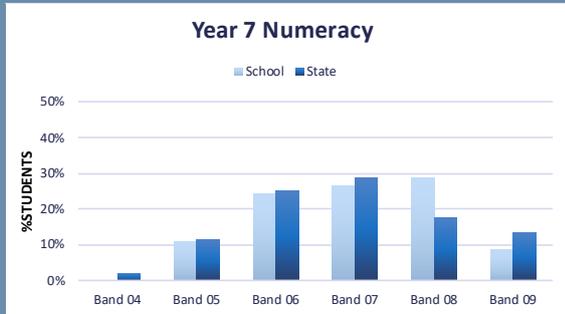
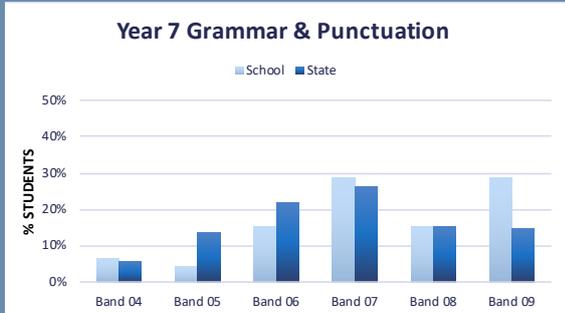
# Student performance

## National Assessment Program in Literacy and Numeracy (NAPLAN)

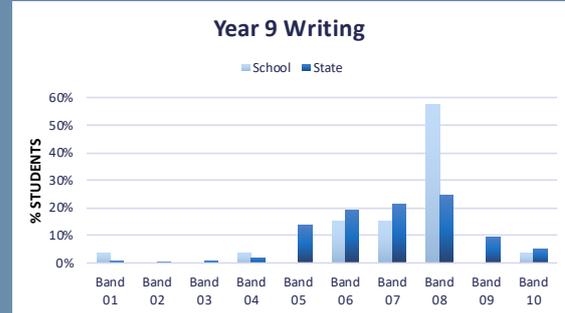
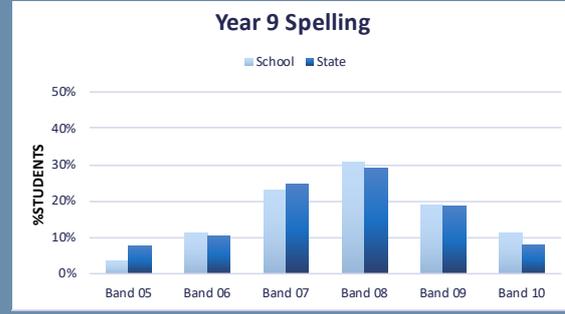
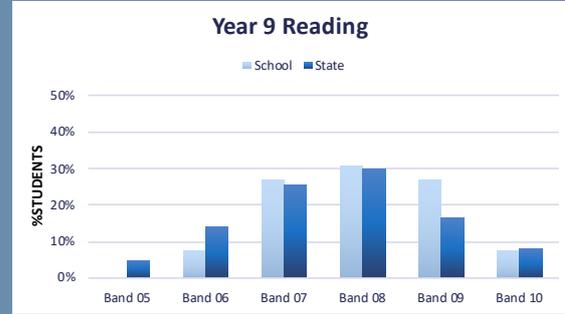
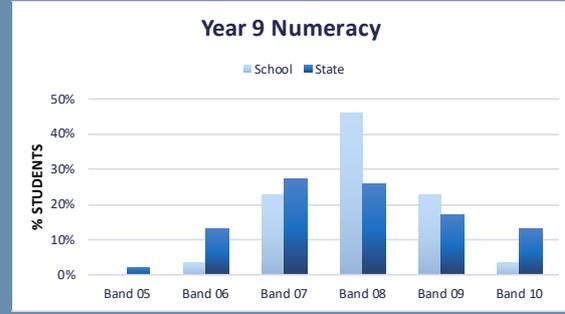
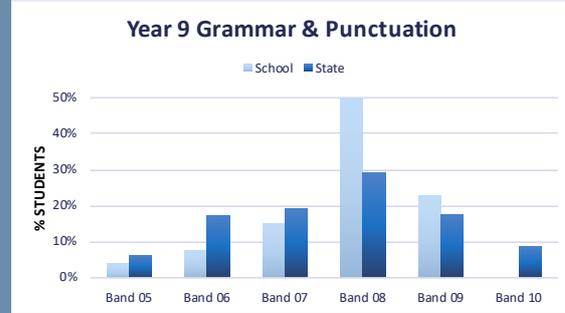
Students achieved at or above the national average in the majority of areas assessed across Years 3, 5, 7 and 9.



## NAPLAN: YEAR 7



## NAPLAN: YEAR 9



## Record of School Achievement (ROSA) - Stage 5

The Record of School Achievement (RoSA) is a cumulative credential of school results rather than external testing. The table below displays the Year 10 students' grades submitted to NESA for RoSA.

Students also participated in a range of electives including Industrial Technology - Timber 1 & 2, Physical Activity Sport Studies (PASS), Drama, IST, Music, Visual Arts and Food Technology. One of our students completed an Automotive (Light Vehicle) course in the local TAFE.

	A GRADE	B GRADE	C GRADE	D GRADE	E GRADE	TOTAL
English	3	7	16	3	4	33
Mathematics	4	19	7	1	2	33
Science	2	7	17	4	3	33
History	2	5	19	3	4	33
Geography	1	5	17	7	3	33
PDHPE	7	9	13	2	2	33

## Higher School Certificate (HSC)

There were 17 Year 12 students and 16, Year 11 students who attended NCS during 2018. The Year 12 students have now successfully satisfied the requirements of the Stage 6 Higher School Certificate.

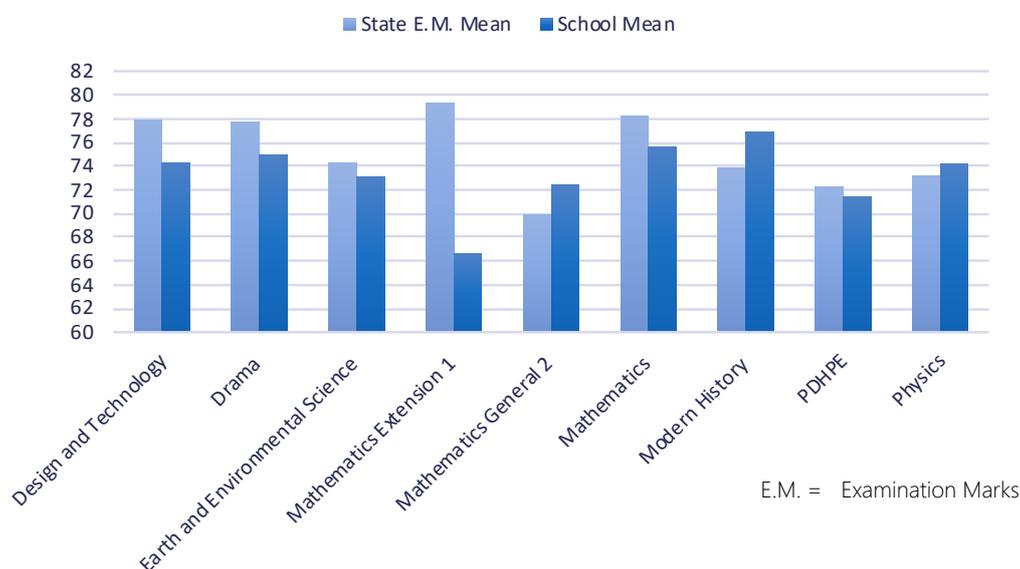
The majority of students completed their courses entirely at the school, though a small number of students accessed subjects through external educational providers. One of them completed a hairdressing school-based apprenticeship.

In 2018, students achieved a higher mean than the State in Mathematics (General), Modern History and Physics. The majority of our students achieved Bands 4 and 5.

## Distance Ed/TVET Data

Subject	Provider	No. of Students
Human Services	TAFE	1
Early Childhood Education and Care	TAFE	2
Beauty Services (MAakeup)	EVET	1
Automotive Light Vehicle (Mechanical Technology)	EVET	2
German Beginners	Dubbo Distance Ed	1
Business Studies	Dubbo Distance Ed	1

## 2018 Higher School Certificate Results



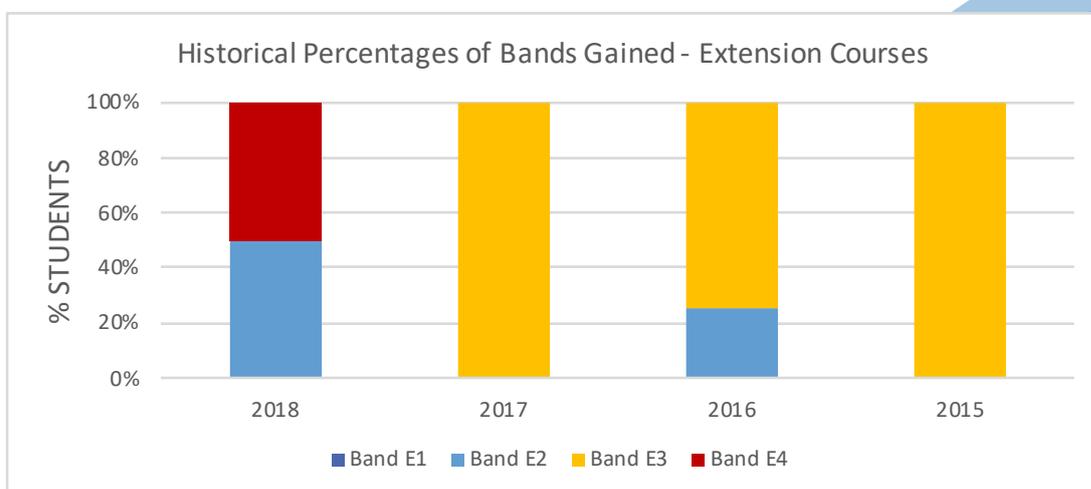
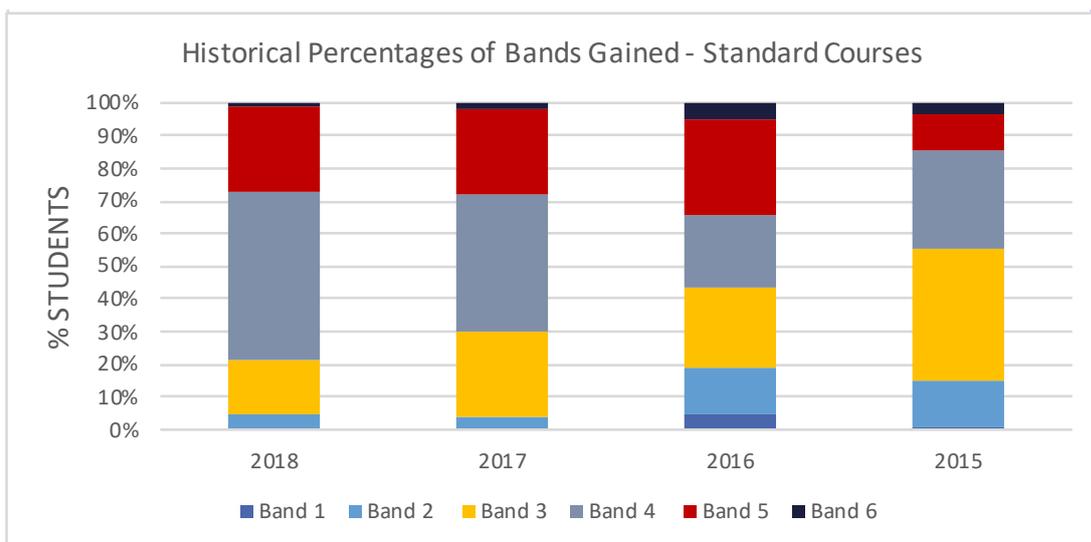
### Total number of bands gained by the cohort - Standard Courses

YEAR	BAND 01	BAND 02	BAND 03	BAND 04	BAND 05	BAND 06	TOTAL
2018	0	4	14	43	22	1	84
2017	0	4	24	40	24	2	94
2016	4	12	21	19	25	4	85
2015	1	16	46	34	13	4	114

### Total number of bands gained by the cohort - Extension Courses

YEAR	BAND E1	BAND E2	BAND E3	BAND E4	TOTAL	COURSE
2018	0	1	0	1	2	Mathematics Ext 1
2017	0	0	3	0	3	English Ext 1
2016	0	1	3	0	4	Mathematics Ext 1
2015	0	0	2	0	2	English Ext 1

*Band 6 and E4 are the highest achievements and Band 1 and E1 are the lowest achievements*



# Student attendance and management of non-attendance

When a student is marked absent and no parental notification has been given, parents are notified via SMS and a request is made for official notification. Only pre-registered SMS or email contacts are used and parents are required to ensure that

these communication channels are quarantined from student access. If no response is received by the school, subsequent communication with the parents is instigated by the administration staff, including letters posted home.

## Student attendance for 2018 is shown below:

Kinder	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
88.66%	92.51%	93.25%	92.93%	92.94%	92.13%	92.03%

Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
88.8%	92.22%	92.43%	89.37%	92.76%	92.5%

Total School
92%

## Non-attendance

The school continues to monitor student absences to minimise unnecessary days absent from school. The majority of students have satisfactory attendance but there are individuals in some year groups who, for a number of reasons, miss significant quantities of time.

Absences are monitored in the following ways:

At 9am, once the rolls are marked, administration staff are to:

- record late arrivals/early departures using the SEQTA program;

- record absence notes received by teachers and file in student files, once recorded in SEQTA;
- ensure that all absences are recorded in SEQTA using the approved NSW Attendance Register Codes;
- confirm student absences by sending an SMS message to parents/carers;
- record reasons for absences in SEQTA;
- unacceptable reasons are to be brought to the attention of the Principal.

## Retention rates

### Retention – Primary to Junior Secondary

Below is a table detailing the actual retention rates from Year 6 – Year 7

Year	Retention %
2014	92%
2015	75%
2016	76%
2017	76%
2018	87%

### Retention – Junior to Senior Secondary

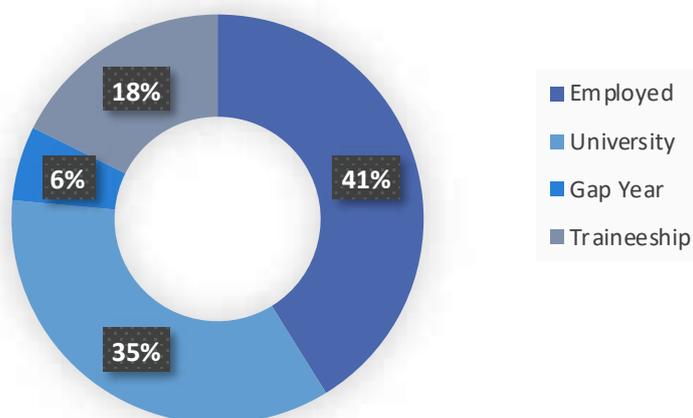
Below is a table detailing the actual retention rates - Junior (Year 10) to Senior Secondary School.

Year	Retention %
2014	74%
2015	84%
2016	78%
2017	95%
2018	73%

## Post-school destinations

17 students graduated from Year 12 in 2018. Below is a graph that shows their post school destinations:

### 2018 Post School Destination



## Professional learning and teacher standards



### Professional learning

Professional learning is an important aspect of education and the staff are given the opportunity and encouragement to participate in a vast array of in-service courses. Teachers at NCS participate in two weeks of In-School Conferences; one in January and one in July. These weeks are focused on professional learning for all staff, as well as preparation for the next semester. Topics covered in 2018 included: AVID; SEQTA (Learning Management System); KidsMatter (Primary); CSA

'God's Big Story' Curriculum Development, new Science Syllabus (Secondary Science Faculty) and First Aid.

Professional learning occurs in a wide variety of areas including Christian thinking, specific faculty/role development and school-based initiatives such as AVID, assessment, ICT and mental health. Some staff have also undertaken further study including participation in a Masters of Education program.

A number of our professional learning sessions are designed for all staff (K-12), to attend, whilst others are more primary or secondary specific. In 2018, various primary staff participated in the following training sessions: Anita Chin (Mathematics); Robotics and Coding; Beginning Teachers Workshop; Library software training; PDHPE 'Live Life Well'; Maths Conference (K-2 staff) and 'Lawsense' Training. Some of the secondary-specific training included NSW/ Australian French Teachers workshop; Stage 6 English Teachers Workshop; Stage 6 Ancient History Teachers Workshop; Careers Teachers Workshop; Dyslexia Seminar; Geography Teachers Association and Revisioning Music Education Seminar. Administration/Finance staff participated in Active Listening and Team Building professional development sessions.

Each teaching staff member attends one ATICS (Association of Teachers in Illawarra Christian Schools) meeting each year. ATICS organise two such meetings. In 2018, these two meetings were essentially designed with a separate primary and secondary focus. The primary session was presented by Tanya Coli from NESAs as she introduced the new Science syllabus. She outlined its philosophy, aims and

practical ways to prepare for its implementation. The secondary session was presented by Dr Cassandra Sharp, Associate Professor in the School of Law at the University of Wollongong, and focused on the use of popular stories to create identity and the impacts of this for the education sector. Teachers also have access to AIS (Association of Independent Schools); CSA (Christian Schools Australia); CEN (Christian Education National) and DEC (Department of Education & Communities) in-service courses, as well as courses run by a range of professional associations.

### Teaching standards

All of the teaching staff of Nowra Christian School (40 teachers) have teacher education qualifications from a higher education institution within Australia or are recognised within the National Office of Overseas Skills Recognition (Category (i) under NSW Institute of Teachers regulations).

The 40 teachers noted above include a Head of Primary, two K-6 Coordinators, a Head of Secondary, three 7-12 Coordinators, and the Principal.

The number of teaching staff was equivalent to 32.6 (FTE).

The average length of employment per teacher is currently 7.7 years with the main level of employment being Step 13 (7 or more years of teaching experience).

The teaching staff retention rate from 2017 to 2018 was 93%.

The teacher attendance rate for 2018 was 96%.

This rate does not include maternity leave or in-service days and equates to an average of 6.2 days absent per teacher per year.

# Promoting respect and responsibility

Nowra Christian School's Biblical foundation continues to provide a firm platform on which Christian character can be built. Christian character starts with the acknowledgement of the saving work and ongoing Lordship of Jesus Christ and, from this, flow actions and attitudes and values that reflect Biblical teaching. Service to others is an integral part of life at Nowra Christian School.

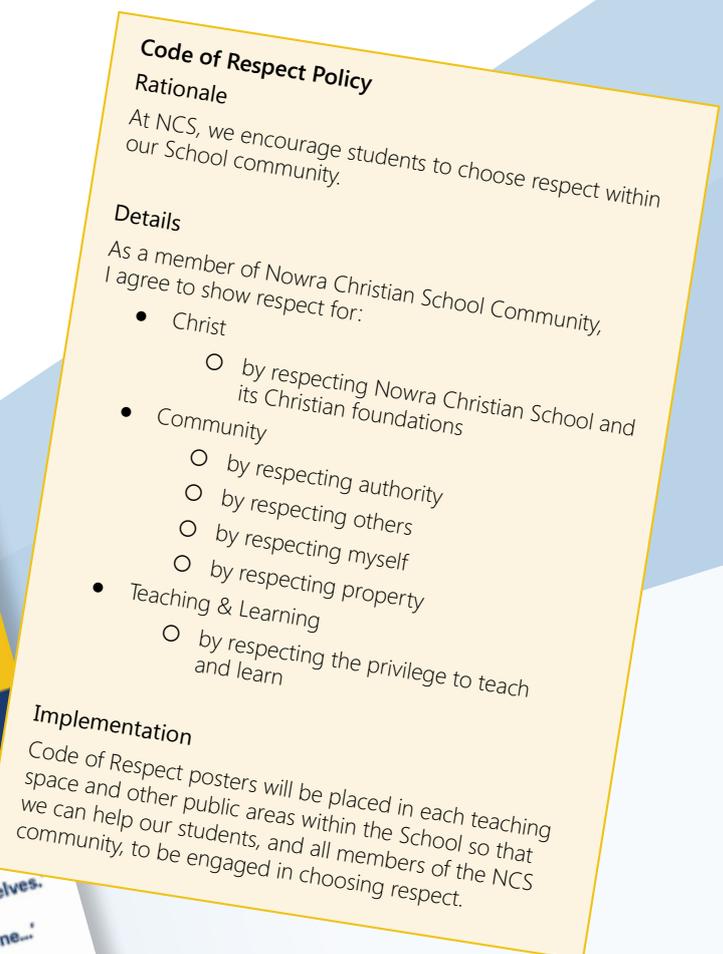
To make these important attitudes and values clearly visible in everyday classrooms and throughout NCS, the school undertook an extended consultative process throughout the first half of 2017 aimed at developing a 'Respect' poster supported by a clearly defined 'Code of Respect' document. This vital initiative involved an extensive discussion amongst the whole K-12 teaching team with the aim of exploring how what lies at the heart of the Christian 'culture' at NCS could be effectively summarised. This search led to the development of the 'Code of Respect' and a colourful 'Respect' Poster. The 2018 year commenced with these posters being prominently displayed in every K-12 classroom and other public spaces located throughout our school. These posters and the associated Code of Respect are directly referred to on numerous occasions, especially when staff are conducting conversations with students of a discipline or welfare nature.



It is important to note that the behaviours and attitudes outlined in the Code of Respect and highlighted on the posters also apply to staff and parents/carers. In this way, we are setting out to ensure that NCS remains a genuinely respectful school community.

Other signage located at the entrance area of the school clearly displays information about values for Australian Schooling and the National Safe Schools framework.

Numerous other programs and activities at our school assist us to promote respect and responsibility. They include the primary buddy class program, the Student Representative Council, our House sport-based activities and secondary prefects running morning devotions for younger students and mentoring of senior students.



# Enrolment Policy/Procedure

Note: This policy is accessible to all NCS community members via the NCS website.

## 1. Mission statement

Our school seeks to encourage and assist Christian parents in their God given responsibility of bringing up their children in the Lord Jesus Christ.

Our school seeks to be Christ focused, recognizing that our authority, derived ultimately from God is delegated to us from the home, the church, and the State.

Our school is a learning community with Christ as its Head, where relationships are more important than structures.

Our school recognises that we are created for God's glory, and under His authority to be His witnesses in the world.

## 2. Purpose of policy

The purpose of this policy is to ensure that staff are aware of the requirements and procedure Enrolment Applications at Nowra Christian School.

## 3. Applicability

Principal, Enrolment Registrar, Accountant, Finance Committee, all other staff.

## 4. Rationale

Nowra Christian School seeks to enrol students whose families are looking for a Christian Education for their children and who support the ethos of the school.

We welcome applications from families who desire the type of education that our school offers.

Nowra Christian School was initially set up to cater primarily to children from Christian families.

The school now accepts a percentage of children into the school whose families are not in fellowship with a local church. The maximum percentage of children in this category is 40%.

While the policy is as comprehensive as possible, there will inevitably be some situations which are not specifically covered. In such instances, it is the

Principal's responsibility to decide the appropriate course to take in the circumstances.

## 5. Procedure

The Principal interviews every family who has applied for enrolment to determine suitability of student/family at Nowra Christian School. This is followed by an interview with the Accountant to discuss fees. If necessary, the Accountant will make recommendations to the Finance Committee.

Enrolment enquiries are initially directed to the Enrolment Registrar. Application packs are either posted or handed out. Alternatively, the application form is available on the school's web site.

[www.ncs.nsw.edu.au](http://www.ncs.nsw.edu.au)

It also can be emailed if requested. Details of families making enquiries etc. are recorded for possible future follow up or information for upcoming enrolment information sessions advised.

Applications must be accompanied with the following information:

- Reference (Churched families - a current reference from their church. Non-churched families are to provide a reference for the family from someone other than a family member)
- Copies of current school reports/NAPLAN results
- Copy of Birth Certificate
- Copy of Immunisation Record
- If applicable, documents to support diagnosis of special needs.

Upon receiving completed application form and attachments, the Enrolment Registrar contacts the family to arrange an appointment with the school Principal and Accountant.

Students applying for K – Year 6 undertake an assessment with a teacher which is also organised for during the time of interview. Current school reports and other supporting documentation are

used to assess students in Years 7 – 11.

The following priority criteria is also taken into consideration when determining applications:

- Existing students of NCS (ie: for progression in Years 6 to 7 and 10 to 11)
- Siblings of students of NCS
- Children of staff
- Children of parents from Nowra Baptist Church
- Children of regular church attending alumni members
- Children of regular church attending parents transferring from other Christian schools
- Children of parents from other churches
- Children of non-regular church attending alumni members
- Children of non-regular church attending families transferring from other Christian schools
- Children from families supportive of the ethos of NCS but who are not currently fellowshiping in a church.

If classes are full at the time of application, families are encouraged to proceed with enrolment interviews if they wish to be placed on the waiting list.

The final decision of enrolment is at the Principal's discretion. This is determined after the interview has been conducted, consultation with the Accountant re finance, and review of assessment report and/or student reports.

Successful applicants are advised by telephone by Enrolment Registrar and a starting date is agreed upon. Applicants are also given information about our Uniform Room.

Successful applications are then provided with a letter of offer with the following attachments

- Acceptance of Enrolment form
- Invoice Bond
- Relevant letter re Bond
- Information Book
- Bus pass information

## 6. Notes regarding offers of enrolment

- i) Where information obtained by the school suggests a profile of wilful misconduct, illegal activities or strong anti-social behaviours that indicate that the student's enrolment at the school is likely to be detrimental to other students, the staff or the school, notwithstanding that the student be the sibling of a current student, the Principal may decline to proceed any further with the enrolment process.
- ii) Where information obtained by the school indicates that the student has a disability, the Principal will seek to identify the exact nature of the student's needs and the strategies required to address them. Having obtained this information, the Principal will determine whether the student, if enrolled, would require services or facilities that are not required by students who do not have the student's disability. Where the Principal determines that the student would require such services or facilities, the Principal will determine whether enrolling the student would impose unjustifiable hardship on the school. In making this assessment, the Principal will take into account all relevant circumstances of the case, including
  - the nature of the benefit or detriment likely to accrue or be suffered by any persons concerned (including other students, staff, the school, the student, the family of the student, and the school community); and
  - the effect of the disability of the student; and
  - the school's financial circumstances and the estimated amount of expenditure required to be made by the school.
- Where the Principal determines that the enrolment of the student would cause unjustifiable hardship, the Principal may decline the offer of a position or defer the offer.
- The school reserves the right not to offer any student a place at the school or to defer the offer of a place to any student in its discretion but particularly when

the parents, having been aware of their student's specific educational needs, decline to declare those needs or to withhold relevant information pertaining to their student.

- The school also reserves the right to terminate an enrolment where there are not sufficient resources to deal with a student's needs and where the parents have not declared or have withheld known information pertaining to their student's needs.

## 7. Parent participation

All parents of children attending the school are expected to participate in the life of the school. Parent participation is just as much an obligation as is paying school fees. Although the way each parent contributes may vary, we offer a number of opportunities:

- Attending Parents and Friends Meetings.
- Attending Parent/Teacher Information Nights.
- Helping in practical ways such as working bees, canteen and practical help in classrooms.
- Most importantly, through regular prayer for our school.

## 8. Fees

Our Budget arrangements are such that it is essential for parents to meet fee obligations by the due date each term.

## 9. Relevant legislation

Disability Discrimination Act  
Race Discrimination Act  
Anti-Discrimination Act

# Key Policies

NCS is continually reviewing and developing its policies and procedures. Presented below are summaries of a number of key policies. These

are the versions of the policies as they operated throughout the 2018 school year. These policies are accessible to all school families via the NCS website.

## Student Behaviour and Discipline

As an outworking of our desire to 'provide a Christian educational community founded on Biblically based beliefs, values and behaviour' (Mission Statement), NCS seeks to provide a Christian environment that is conducive to the personal (spiritual, academic, social, physical and emotional) growth and well-being of students and staff. The school is therefore committed to providing a caring, safe, secure and friendly environment, with staff members who demonstrate by their actions that they can be trusted and respected with regard to godly character and fairness. By entering into the school community, members agree to abide by the NCS Code of Respect and acknowledge the need for appropriate discipline. At NCS, we recognise the Biblical imperative that parents/carers have the primary role in the discipline and nurture of their children. NCS seeks to partner with parents/carers in supporting this role.

This policy relates to all incidents of unacceptable behaviour involving NCS students occurring during/outside school hours and within/beyond school premises. Such incidents have adverse implications for an individual's welfare and/or for relationships within the school and will require the taking of appropriate action. Students shall be encouraged and supported in their efforts to make responsible decisions.

The Executive Leadership of the school shall ensure that NCS is proactive in communicating its policy in relation to behaviour and discipline to students, staff and parents/carers. Staff members shall periodically undertake professional development designed to increase awareness of student management practices in schools, and to increase their skill and confidence in dealing with unacceptable behaviour.

There are separate Primary and Secondary procedural documents designed to ensure that this policy is applied in an age-appropriate manner. Procedures in relation to unacceptable behaviour shall be both:

- preventative (educating students appropriately to avoid incidents of unacceptable behaviour, and educating teaching staff in classroom management strategies designed to provide appropriate support to students requiring welfare and learning support); and
- corrective (responding appropriately to incidents of unacceptable student behaviour).

Clear lines of communication between school and

## Anti-Bullying Policy

Bullying is repeated oppression, psychological or physical, of a less powerful person by a more powerful person or group of persons.

Our first role as members of the NCS community is to recognise that every individual, as made in God's image, is to be treated with dignity and respect. Our Anti-Bullying Policy provides detail on how we can and should treat each other in our different roles and the responsibilities that these roles entail. As a school, we believe that bullying is wrong and we will endeavour to consistently take actions to create a school culture that disapproves of it in all its forms and throughout all age groups within the school community.

To do this, children have the responsibility to:

- Make others feel safe and happy.
- Help others learn.
- Respect other people.
- Respect and care for other people's property.

Home are essential at all stages of the student discipline and behaviour process. Therefore, staff members shall ensure that parents/carers are provided with relevant information and contacted in a timely manner. While every effort shall be made to resolve student discipline and behaviour issues in a manner consistent with the principles outlined within this policy, it is recognised that there may be occasions when parents/carers and/or students wish to lodge a complaint and/or appeal a decision. Where a parent/carer wishes to lodge a complaint and/or appeal a decision in relation to a student discipline and behaviour issue, he or she should follow the steps detailed within the school Grievance Policy.

The role of the staff:

If staff are to fulfil their role in modelling Christian lives and helping the students to learn in a safe and supportive environment that truly reflects Biblical principles, they must:

- Make every effort to value others in the school community.
- Treat all in the school, whether parents, teachers or children, with care, courtesy and consideration.
- Promote a safe, supportive environment for others.
- Regularly inform parents and carers of the program they are conducting with their children and the progress their children are making and offer them opportunities to be involved.
- Maximise opportunities for success for all children.
- Respect the property of others.

## School Grievance Policy

### Parent or carer concerns:

From time to time, a parent or authorised carer may have concerns over their child's relationship with a teacher or other aspects of their child's education. Should a parent or carer wish to address this, we would want them to follow the appropriate grievance process. The grievance process means that:

#### Step 1:

Initial contact will be with the teacher involved with a view to resolving the concern. Contact should only be made after the parent or carer has clearly defined for themselves what they see the issue to be and what they believe is a fair and desirous outcome of the meeting.

#### Step 2:

If the first step fails to bring resolution, the parents/carers may contact the relevant Coordinator. The School Office and all staff can advise who the relevant Coordinator is.

#### Step 3:

Should the Coordinator be unable to help resolve the situation satisfactorily, the parents may then contact the relevant Head of School with a view to solving the concern. This may involve the Head of School discussing the matter with the teacher, directing the teacher towards a certain path of action, holding a mediation session with parties involved or other appropriate strategies. Should any of these processes not gain satisfactory resolution, the parents or carers may then request the direct involvement of the Principal. Strategies set in place should be given time to work. If they

appear to be unsuccessful, the parent or carer is to re-approach the Principal to explore further options.

#### Step 4:

If, after further attempts to address the situation, the parent or carer comes to the point of believing that the school is unable to understand or deal with their concern, they may approach the Board through the Board Chairman, Secretary or one of the Parent Appointed Board Members. This approach must include a written account from the parent or carer raising the concern. In cases where a Board member acts as an advocate on behalf of the parent raising a concern, they will advocate but not vote on the matter.

The written concern is to be distributed to all Board members in the information package sent out before the Board meeting. This enables the issue to be prayed about in advance of the meeting and be placed on the meeting's agenda. The Board would be the arbiter in this case and their decision is final.

### Student concerns:

Where a student wishes to raise a concern, they are encouraged to do so through their classroom teacher or Year Advisor.

In all levels of the process, the principles of procedural fairness must be considered. If at any point the grievance involves child protection, or a reportable allegation, then the *NCS Child Protection Policy and Procedure* must be invoked.

## Parent/carers, student and teacher satisfaction

Satisfaction amongst parents/carers, teachers and students is continually measured through a variety of means. Feedback from parents is welcomed through formal and informal meetings and interviews. In the 2017 Annual Report, reference was made to a Community Sentiment Survey conducted by Resolve Consulting, an independent consulting organisation. This extensive survey recorded the responses of staff, students and parents/carers to a wide range of survey questions. These responses

were carefully considered by the School Board and Senior Executive and helped to shape aspects of the strategic planning process. (Such responses were key factors in the planning process for the 2018 school year. New initiatives for 2018 have included increased staffing for learning support and teachers' aides; employment of both a part-time counsellor and a part-time counsellor/psychologist; employment of an ICT Manager and the finalisation of a Building Master Plan Stage 1 proposal to build

a Technological and Applied Studies/Visual Arts Centre, specialising in wood, plastics and food technology and the Visual Arts, including ceramics.)

## School family exit surveys

All departing NCS families are encouraged to complete these surveys. To encourage parents/carers to complete these surveys, there is an option for respondents to remain anonymous. The responses received by parents are read by the Principal and School Board members and do

provide a clear outline in relation to parent/carer satisfaction. Such comments greatly assist School Leadership and the School Board to identify where there may be emerging concerns in relation to school community satisfaction. Consideration can then be given to suitable forms of response, including remedial action if seen as being appropriate.

A copy of this Parent/Carer Exit Survey is included below.

**Parent/Carer Exit Survey**

You are invited to answer all, or some, of the questions as you consider to be relevant to your situation. If you have more than one child who is exiting our school, you are welcome to complete one form per child. If you prefer, Parents/Carers are invited to spend a few minutes completing this survey. Feedback will help us to improve the quality of the education we offer and responses will be valued and dealt with confidentially. Completed surveys will only be viewed by the Principal, his Personal Assistant and Board members. Information provided may be collated anonymously as part of a summary document and distributed to others (e.g. Heads of School).

**Family Name:**  
  
(Optional)

**1. How long has your child been a student at NCS?**

**2. Which Grade/Year level was you child in before leaving NCS?**

**3. What is the main reason for your child not continuing at NCS?**

- Moving away
- Change of family circumstances
- Financial hardship
- Limited subject choice
- Relationship issues with peers
- Concerns with school leadership
- Concern with teaching styles
- Lack of value for money
- Other:

**4. Were there any other contributing factors (not mentioned above) to your child not continuing with NCS?**

**5. If applicable, what school is your child now attending (or will he/she be attending)?**

**6a. To what extent were you satisfied with the overall curriculum delivered from a Christian worldview perspective?**  
 1 2 3 4 5  
 Dissatisfied      Very Satisfied

**6b. Christian worldview - Further Comments**  
  
Optional

**7a. In terms of academic standards, to what extent are you satisfied that NCS offered your child the opportunity to develop his/her potential and has encouraged him/her to do so?**  
 1 2 3 4 5  
 Dissatisfied      Very Satisfied

**7b. Academic Standards - Further Comments**  
  
Optional

**8a. To what extent are you satisfied with the pastoral care given to your child?**  
 1 2 3 4 5  
 Dissatisfied      Very Satisfied

**8b. Pastoral Care - Further Comments**  
  
Optional

**9a. To what extent are you satisfied with the opportunities for co-curricular involvement that was made available to your child?**  
 1 2 3 4 5  
 Dissatisfied      Very Satisfied

**9b. Co-curricular opportunities - Further Comments**  
  
Optional

**10a. To what extent are you satisfied with the communication between yourself and the school?**  
 1 2 3 4 5  
 Dissatisfied      Very Satisfied

**10b. Communication - Further Comments**  
  
Optional

**11a. To what extent are you satisfied with the facilities (physical & educational) offered by NCS?**  
 1 2 3 4 5  
 Dissatisfied      Very Satisfied

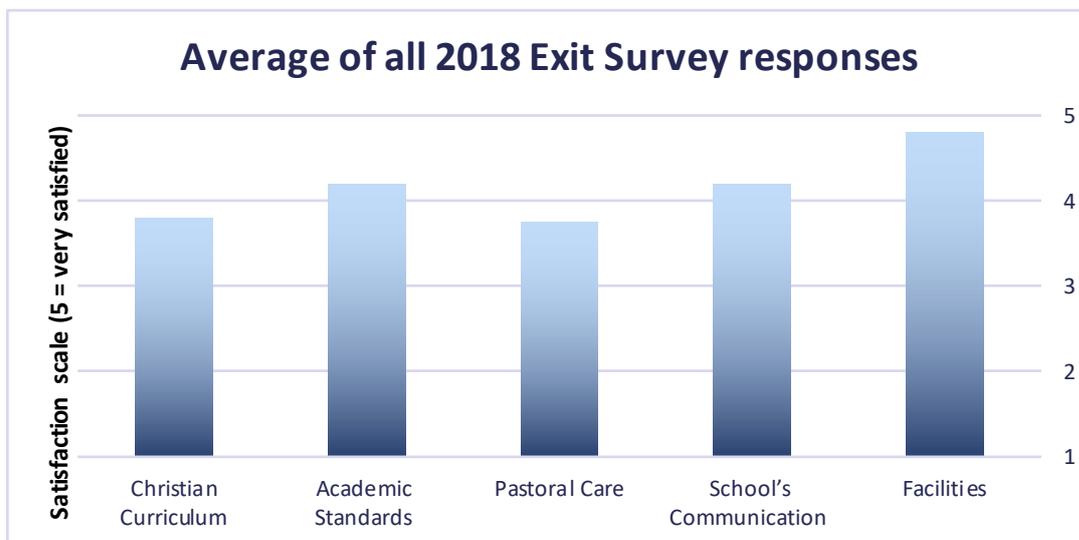
**11b. Facilities (physical & educational) - Further Comments**  
  
Optional

**12. How would you rate your overall experience at Nowra Christian School?**  
 1 2 3 4 5  
 Low      High

**13. Please make any further comments that may help us to better plan for the future.**  
  
Optional

Thank you for your time and thought in responding to these questions. Please return this confidential survey by clicking 'Preview Answers' below and then the 'Submit' button. Alternatively you can click 'Print' and mail to: The Principal, Nowra Christian School, PO Box 626, NOWRA NSW 2541

The following are averaged response scores (2018 school year) for some key questions from returned Exit Surveys:



## Parents, Carers and Friends Association

2018 saw the continuing operation of the P/C & F (Parents, Carers and Friends Association). This school community group aims to meet at least once per term. It is an effective way for the school to gain feedback from our parent community.

## Uniform parent/staff survey

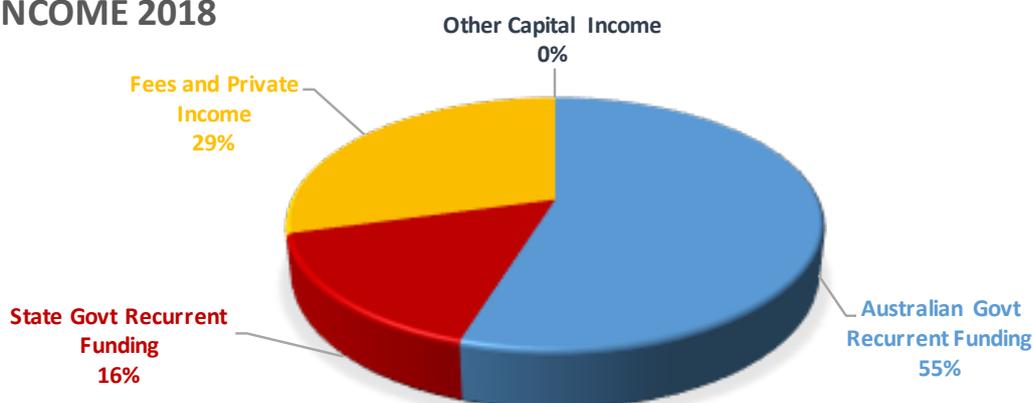
As part of our Uniform Committee's review of the school's uniform, all parents and staff were invited to complete a parent satisfaction survey which focused on uniform. There were over 130 responses to the survey. The survey covered a number of topics including: presentation, quality, value for money, practicality, purchasing options, enforcement, recognition in the community, fashion appeal, available options for boys, available options for girls and the appearance policy.

The results of the survey showed that the majority of families are satisfied with most aspects of the current uniform. The two areas that indicated some levels of dissatisfaction, were the options available for girls and the purchasing options. These two areas will be directly addressed in 2019 with the introduction of shorts for girls and the launch of an online uniform store. The appearance policy was also significantly updated as a result of this uniform survey and review.

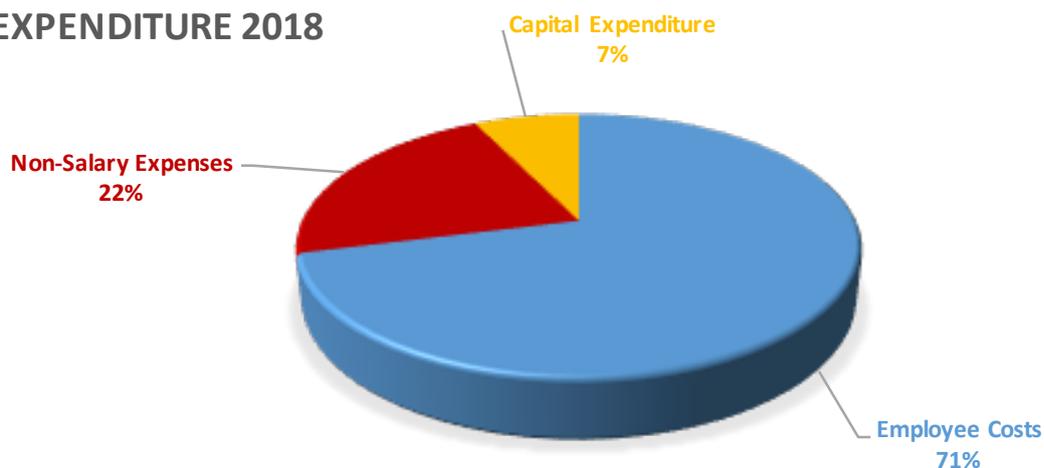
# Summary of financial information

A summary of the sources of the school's income and how this was expended is shown below:

## INCOME 2018



## EXPENDITURE 2018



# Nowra Christian School



Grow up into Christ