



# Leighland

CHRISTIAN SCHOOL



## ANNUAL REPORT 2018

Leighland Christian Parent Controlled School Association Inc.





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## VISION STATEMENT

Leighland Christian School strives to be a loving Christ Centred Community demonstrating a vibrant faith and commitment to God's Word.

We are dedicated to educational excellence and seek to encourage each individual to explore and pursue their God given potential, inspiring a lifelong passion for learning and serving.

## OUR CORE VALUES

- Using a Biblical perspective to nurture Christian values
- Seeking educational richness and diversity
- Working in close partnership with parents and carers
- Developing the God given potential of individuals
- Pursuing truth with transparency and integrity
- Promote grace, respect and dignity
- Building strong Christian character traits
- Demonstrating faith, hope and love

## MISSION STATEMENT

// *Learning and serving together in Christ* //







**Jannet  
de Bruyn**  
Board President

>> The past year has reflected growth at many different levels, and it is by God's grace that we have been equipped to deal with that. As a school community, we are approaching interesting times as political decisions are being made that will affect how we govern and manage our School. We are challenged as a Christ Centred school community to stand for God's truth, to submit to authority and called to extend mercy and grace. We can be encouraged, however, as we read in Hebrews 10:23. "Let us hold unwaveringly to the hope we profess, for He who promised is faithful."

At the end of 2018, we honoured Sherilyn Vander Vlist for her many years of service at the Burnie Campus. Many lovely celebrations were held within our community as we extended our thanks and acknowledged many great things that took place during Sherilyn's time. Elizabeth Scheu was appointed as our new Burnie Principal and commenced in January 2019. Elizabeth has settled in beautifully within our School at Burnie.

This year, we have continued to develop new playgrounds at both campuses and improve existing facilities. The second stage of the computer network upgrade was also completed, along with the equipment upgrades in the Multi-Purpose Hall. New NBN optic fibre connections to both campuses were also completed to improve our broadband capacity. Additional lighting for both campuses and more CCTV cameras were installed to improve security. New external maintenance contracts have been put in place for Ulverstone and Burnie campuses. The start of this new year saw Kindergarten facilities upgraded in Ulverstone and a new hardcourt play area completed for Burnie. There are more play areas being developed in 2019 for both campuses.

I am very pleased to report the financial performance for 2018 finished strongly. This was a combination of increased enrolments improving income and overall expenditure coming in under budget. Overall, we spent 1.3 million dollars in capital projects and equipment in 2018 and have committed a further 1.2 million dollars for 2019. This would not be possible without sound financial management.

We are well placed to move forward with the next stage of building development in Burnie, to construct the new Multi

Purpose Education Centre. The plans are in the process of being finalised to meet the myriad of regulatory compliance requirements. We anticipate to be in a position to commence construction in early 2020.

In 2018, we joined together with five other Christian Schools to negotiate a combined Multiple Enterprise Agreement (MEA). This was successful for four of the Schools, including Leighland, so for the first time we now have a new teaching staff agreement that supports and rewards staff who progress through the Australian Professional Teaching Standards and become accredited. The agreement also strengthens our commitment to continue to teach from a Christian perspective and ensure staff are aligned with our Core Values. In 2018, we also completed a review of our Administration and Teacher Aide support areas. This has resulted in changes and new structures to better support our School community and to become more effective in these important non-teaching areas.

The other significant achievement for 2018 was the successful completion of our School Registration process. This was a major task for all school leadership, who were diligent in meeting the reporting requirements. This was no small task given the new standards and increased level of evidence required to meet compliance. I am very proud with the quality of our submission, and am pleased we have been successful, with no area or issues that did not meet the standards.

In 2019, we look forward to supporting the International Conference for Christian Educators (ITEC19), which CEN runs every four years. The conference this year will be held in Adelaide and the Board have committed resources to send fifty staff to attend. This is one of the cornerstones for ensuring our staff are well equipped and understand how to teach from a Biblical World view, as they hear from world renowned Christian speakers, and network with over a thousand other teachers from around Australia and overseas.

The Board has completed a new Strategic Framework, which is the culmination of a series of planning meetings and workshops, held over the last eighteen months. It is exciting to launch this in our Annual Report this year and I welcome



*"For I know the plans I have for you," declares the Lord, "plans to prosper you and not to harm you, plans to give you hope and a future."*

(Jeremiah 29:11)







your feedback and comment.

The revised draft Constitution is in process. Once the final draft has been prepared, the document will go through a consultation phase with the Board and Association to provide feedback on the recommended changes. A Special General Meeting will be held later in the year to ratify any final changes and to adopt the Constitution.

Our 40 Year Book will be finalised and presented at the next AGM. This has taken a bit longer than what we first expected, however, we are grateful for the many hours of work and contributions that have been given. We look forward to sharing some of the wonderful history of our School and God's incredible faithfulness.

It has been a blessing to have Tamara Grey join the team working intentionally on improving our community relations. It has been fantastic to witness how having some one dedicated to promoting our School can

make so many improvements in such a short time. We are also thankful to Tamara for co-ordinating our Ulverstone School Fair this year, that once again worked so well, especially in the unexpected heat of the day.

One of the main purposes of our School Association, and as your Board representatives, is to guard our School Vision and its inherent values, to ensure we do not lose the foundational principles our School is based on. This is undoubtedly a significant responsibility for us. In closing, I encourage you with words from Philippians 1:27,28, that affirms our responsibility in our community.

"Whatever happens, conduct yourselves in a manner worthy of the gospel of Christ. Then, whether I come and see you or only hear about you in my absence, I will know that you stand firm in the one Spirit, striving as one for the faith in the gospel without being frightened in any way by those who oppose you."



*Commit to the Lord whatever you do, and He will establish your plans."*

*(Proverbs 16:3)*







**Glenn Mace**  
Principal  
Ulverstone Campus

## >> 2018 THE YEAR OF GROWTH

2018 at the Ulverstone Campus has been a year of growth. Upon reflection, the growing and stretching of students, staff and the School community has been a real celebration. As a God honouring school, I believe we have grown closer to the model of Christian Education that our Heavenly Father desires. The evidence around this has been encountered through our deliberate curriculum planning by placing a Biblical lens over it, our unconditional re-registration by the School Registration Board, personal student testimonies, along with the constant feedback from local community regarding the top calibre students that are from Leighland Christian School, and finally, yet not the most important, enrolment numbers have increased.

Through God's faithfulness and the incredible growth season we have encountered, we look forward to 2019 for God to expand His school into a greater version of what it is today. So we continue to plan for the future with our eyes fixed upon God.

*Matthew 6:33 NIV But seek first his kingdom and his righteousness, and all these things will be given to you as well.*

## SCHOOL REGISTRATION

We have received official notification from The Office of Education Registrar (OER) regarding our re-registration by the School Registration Board (SRB). We have been granted a 3-year registration period without conditions and a glowing report by the SRB auditors. As a school, we can be proud of what we planned and presented to cover our School in all 13 Standards. It has been a credit to the dedicated staff across the School on how they see their work as a 'calling' and not just a job.

*Colossians 3:23 NIV Whatever you do, work at it with all your heart, as working for the Lord, not for human masters.*

## CHANGES TO STAFFING

At the end of 2018, we farewelled and thanked the following staff for their dedication and service to the School: Mark Lowe – Secondary Maths, Adam Handley – Digital Technology, Iain Anderson – Christian Living, Hayley Cox – Christian Living, Russell Steyne – Business Studies, Cheryl Broadfield – Kinder Teacher Aide, Jennifer and Jessica O'Reilly – Teacher Aides.







## SCHOOL CURRICULUM

There has once again been significant work completed in the Leighland Christian School Curriculum. We not only follow the Australian Curriculum closely, but in addition we have added our Biblical Threads and Visible Learning Success Criteria and Learning Intentions to all our planning. This has been a monumental step in the development of Leighland Christian School's Curriculum planning and documentation that has led to us reaching another level in authentic Christian Education.

The drawing of teachers across the two Primary campuses into closer collaboration has been embraced by many staff. This has led to a consistent curriculum across both sites with much professional learning encountered on the way. This continues to be a high priority that instigated the advertising and filling of a Primary Curriculum Coordinator across both Ulverstone and Burnie campuses.

The Year 11/12 suite of subjects continued to grow in 2018 with a broad range of Tasmanian Assessment, Standards and Certification (TASC) and Vocational, Educational Training (VET) subjects being offered internally by the School, alternative educational providers and through online services. These pathways have in return provided many choices for Senior Secondary students seeking Tertiary education, employment and other available training organisations.

## STAFF PROFILE

All our teachers are registered with the Tasmanian Teachers Registration Board, along with their Working with Vulnerable People Cards and are members of the Christian Educators Professional Association (CEPA).

Teaching staff are appraised twice in the year and are supported with ongoing Professional Learning which is linked to Australian Professional Standards for Teachers.

**Full-Time Staff - 29**

**Part-Time Staff - 13**

**Non-Teaching Staff - 34**

## STUDENT LEADERS

The Ulverstone Campus Student Leaders for 2019 are as follows:

It is encouraging to see such a strong Christian group of young leaders lined up ready to serve God and His school in whatever capacity He leads them.



**Joshua Wilson**  
School Captain



**Rosa Piscioneri**  
School Captain



**Faith Keep**  
Vice Captain



**Ainsley Kinch**  
Vice Captain



**Moriah Chilcott**



**Hannah Magor**



**Jessica McNab**



**Grace Pearson**



**Chloe Townsend**



**Jeremiah Van Rooyen**

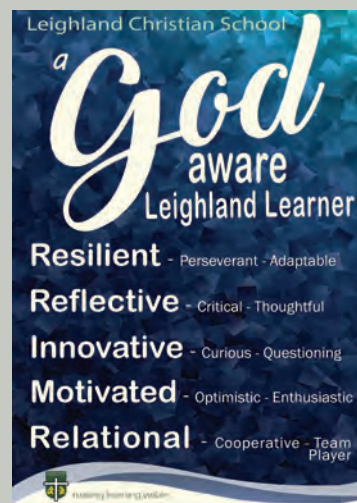
## TEACHER PROFESSIONAL DEVELOPMENT

The Professional Learning of teachers is an ongoing commitment that is vital to keeping teachers across the ever changing and demanding education scene. Embracing

educational technology advancements and evolving teaching practices, requires long term planning with practical timelines and financial considerations.

We enter into our third year of Corwin Visible Learning and as a school we have undergone many days of professional learning based off John Hattie's research, the world-renowned educational expert.

Our God Aware Leighland Learner Dispositions have now been formulated by all teaching staff from both campuses. They have been recently published so that staff, students and parents can have a common language placed around them to see what we value in education for each child. These dispositions will be referred to when planning, teaching, instructing, correcting, assessing and reporting with the intention of making students aware of what we value, promote and celebrate as a school.



External providers are sought after through Government and private organisations that provide ongoing professional learning for subject specific topics of interest. Independent Schools Tasmania (IST) has once again supplied a means of professional development throughout the year for High school, Primary school, Students with Disabilities (SWD) and Teacher Registration progression.

Christian Education National (CEN) has delivered a range of modules based around Christian Education for beginning teachers and teachers



# Principal's Report – Ulverstone Campus 2018



new to Christian Education. Governance training for Board members has also been delivered through the CEN State Executive Officer. This has provided a useful and helpful method of training for new and seasoned Board Members.

Our CEN State Conference was based at Circular Head Christian School for 2018. A focus around mental health and wellbeing was the theme from most of the guest speakers. It was very insightful and welcomed by many staff, including teachers and the School's Administration team.

Selected Primary school teachers from both Leighland Christian School and Devonport Christian School combined to visit Donvale Christian School in Victoria. This was a wonderful way to see first-hand a larger CEN Christian school operating in how teachers plan collaboratively and implement curriculum as teams.

Cross Campus Primary Moderation continued into its second year with significant benefits being witnessed in personal teacher development. Similar reporting processes and Report Cards are now progressing to be standard across both campuses.

## LEARNING ENRICHMENT CENTRE

An internal review was conducted on the Learning Enrichment Centre (LEC) due to Students with Disability (SWD) funding model changes which saw the introduction of the Nationally Consistent Collection of Data (NCCD). This resulted in over a \$310 000 reduction in Government funding loading for SWD in 2018. Furthermore, an investigation was required to ensure we were operating efficiently and effectively with the right amount of resources assigned to this department. The findings revealed that operational changes were necessary to accommodate the funding reduction and to improve the way the LEC performed.

## PARENTS IN PARTNERSHIP (PIP)

The search for an Ulverstone Campus PiP Coordinator continues on and as of yet, is still vacant. However, the dedicated PiP group still performed and assisted in Book Club Week, Year 7 Information Evening, Father's Day, Mother's Day and the Twilight Fair. These dedicated parents are to be commended for their time

NAPLAN EVALUATION 2018 – SUMMARY OF RESULTS FOR YEAR 3 & 5 STUDENTS				
		Below NMS	At NMS	Above NMS
Year 3	Reading	0%	11%	88%
	Writing	0%	6%	95%
	Spelling	6%	22%	72%
	Grammar and Punctuation	0%	0%	99%
	Numeracy	0%	11%	89%
Year 5	Reading	7%	18%	75%
	Writing	14%	32%	54%
	Spelling	4%	7%	90%
	Grammar and Punctuation	11%	21%	68%
	Numeracy	0%	14%	86%
NAPLAN EVALUATION 2018 – SUMMARY OF RESULTS FOR YEAR 7 & 9 STUDENTS				
Year 7	Reading	11%	9%	77%
	Writing	14%	23%	59%
	Spelling	17%	14%	66%
	Grammar and Punctuation	8%	19%	70%
	Numeracy	2%	11%	85%
Year 9	Reading	8%	17%	76%
	Writing	10%	40%	50%
	Spelling	17%	21%	63%
	Grammar and Punctuation	8%	23%	69%
	Numeracy	4%	21%	75%

and effort in raising funds and assisting in areas that promote the School. I encourage all parents to be a part of this wonderful group of volunteers as they make an amazing difference around the School.

## KINDER PLAYGROUND RE-DEVELOPMENT

The Kinder Playground re-development commenced late in the year and has created much excitement around students, existing parents and parents new to the School. A focus on designing an engaging and interactive playground was applied with sections that will stimulate early years of learning with social and

physical playground resources and equipment. The completion of the Kinder Playground re-development is expected at the end of Term 2 2019.

## CHAPLAINCY

Our cross-campus Chaplain continues to do an amazing job in our School community. He is often found encouraging and supporting students, staff and families with the ever growing challenges of life. A focus on helping students to become resilient to the pressures of the world has been a task that our Chaplain fully embraces. We once again partner with Devonport Chaplaincy in covering this vital role throughout our School



Planning and the Future >> Leighland Christian School





# Principal's Report – Ulverstone Campus 2018

## CELEBRATING STUDENT ACHIEVEMENT

The following Year 11/12 students achieved Exceptional Achievements in their Pre-Tertiary subjects in 2017:



**Thomas Broadfield**  
Environmental Science



**Samara Chilcott**  
Environmental Science



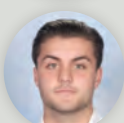
**Cioran King**  
English  
Computer Graphics & Design



**Harriet Knapman**  
English Writing



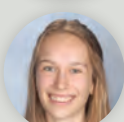
**Esther Magor**  
Biology  
Mathematics Methods-  
Foundation  
Physics



**Kale Mansour**  
Physical Sciences



**Grace Pearson**  
General Mathematics



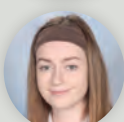
**Rosa Piscioneri**  
General Mathematics  
Modern History  
Physical Science



**Isaac Pople**  
English Writing



**Katelyn Rolfe**  
General Mathematics



**Amiria Rutherford**  
General Mathematics



**Ryan Smith**  
Biology  
Physics



**Lilian Squire**  
Physical Sciences



**Isabelle Williamson**  
Sociology  
English

## ENROLMENTS

Year Group	Census 2016	Census 2017	Census 2018	Actual May 2019
Kinder	12	19	15	9
Prep	13	9	17	14
1	16	17	12	16
2	21	17	19	13
3	20	22	18	19
4	16	22	19	20
5	26	19	30	19
6	26	26	21	32
7	50	42	64	44
8	48	52	39	65
9	56	50	51	43
10	51	51	50	52
11	32	40	40	39
12	40	21	36	37
<b>Total enrolments</b>	<b>427</b>	<b>407</b>	<b>431</b>	<b>422</b>

community.

## CROSS CAMPUS COLLABORATION

Ongoing growth in staff collaboration has increased once again across both campuses. Consistency in curriculum, assessment and reporting has been a focus for the year. This has allowed common practices and processes to be embraced amongst staff, resulting in increased student outcomes and the advancement of teacher knowledge and skill levels.

Teacher.

The four schools consist of Leighland Christian School, Devonport Christian School, Circular Head Christian School and Newstead Christian School. This is a ground breaking industrial agreement in Tasmania and is the first EA for the State that provides incentives to advance teachers' skills and knowledge to become better educational professionals. It also strengthens Christian Education making us stronger together as we seek to follow our Vision and Mission statements.

## CHRISTIAN MULTIPLE ENTERPRISE AGREEMENT

A Christian Multiple Enterprise Agreement (CMEA) was presented to teaching staff, which was then voted for and passed, as our current EA was up for review. Four CEN schools within the State made up this agreement with overwhelming support from teachers. The agreement unites Christian Schools together in conditions and provides pathways that encourage teachers to pursue teaching categories such as Experienced Teacher, Highly Accomplished Teacher and Lead

*May He give you the desire  
of your heart and make all  
your plans succeed.*

*(Psalm 20:4)*







**Elizabeth Scheu**  
Principal  
Burnie Campus

## >> PLANNING AND FUTURE

The theme for this year's annual report is 'Planning and the Future'. As I begin to think through what that looks like for Leighland Christian School on the Burnie Campus, there is nothing but excitement and anticipation for what God has in store for our Campus and the one at Ulverstone.

*"God's work done God's way will never lack God's supply"*  
Hudson Taylor

Leighland Christian School is a place where excellent education takes place in the classroom as the Australian Curriculum is taught through a Biblical lens. It is a school where we acknowledge that God is in control, that His timing and plan is perfect and that He will continue to provide our needs within the School community.

## STAFF

It was extremely important to me as the transitioning Principal to meet with each of the staff who work in the School, whatever their role. It gave me time to listen to their hearts and passion for Leighland, as well as to hear what they would like to see planned for the School's future. I was humbled by their passion for the children and each other, their desire to see Christian Education as the best choice for any child on the North West Coast of Tasmania and they displayed a true love for what they do and where they have been called to serve God.

This year, we have seven classes; including Kinder, Prep Year One, Year Two, Year Three Four, Year Four Five and a Year Six class. These classes are supported by a team of Teacher Aides, including Mrs Patton who heads up the Learning Enrichment Centre or LEC. Our team is completed by Mrs Polden (Music),

Mr Clark (PE and Year 6 co-teacher), our Office staff and Office Manager Mrs Ferguson, as well as our groundsman.

In the time that I have worked with the current team, they have proved to be dedicated, warm, keen to improve their professional practices and to align their teaching practices and resources across both Leighland Campuses.

**Full time staff: 3**

**Part time staff: 6**

**Non-teaching staff: 8**

**Administration Staff: 3**

All staff move through an annual appraisal process that is linked to the Australian Professional Teaching Standards. School Administration are implementing future plans to ensure staff wanting to move from Provisional to Full Registration with the Teacher's Registration Board can do so in a supportive environment, affording them the greatest chance of success with their application.

The children and families within the School are continually supported by Mr Blake (School Chaplain) and Mrs Miller (Social Worker and Counsellor) who are both on campus one day a week.

## STUDENTS

Current student enrolment on the Burnie Campus is 134, including some new enrolments from within the community. It is a joy to be able to walk prospective families around the School, showing them the facilities and taking the







opportunity to meet staff as we tour classrooms.

God continues to bless the School with extremely strong Kinder enrolments. Mrs Bakes runs a thriving Playgroup on campus each Thursday which transitioned into strong enrolment numbers into Kinder for 2019. She works tirelessly and enthusiastically each week to create a welcoming and fun filled program where parents and students can begin to connect with each other and build friendships and relationships for the coming school year.

## TEACHING AND LEARNING

### CROSS CAMPUS INITIATIVES

Already this year we have made a deliberate plan to increase the number of cross-campus activities and events. The whole school took part in the Dedication Service at Ulverstone and the Primary Swimming Carnival in Devonport.

The Kinder classes came together to engage in a 'water play day' at Burnie where the little ones played with water-based activities over the course of the day on the Burnie Campus.

### PROFESSIONAL DEVELOPMENT

Staff have been engaged in cross-campus PD sessions based around:

- introducing new online programs named Reading Eggs and Mathletics into the Primary schools

ENROLMENT FIGURES				
Year Group	Census 2016	Census 2017	Census 2018	Actual May 2019
Kinder	17	6	15	21
Prep	15	23	6	12
Year 1	14	14	23	8
Year 2	15	16	16	21
Year 3	23	13	17	17
Year 4	16	23	14	19
Year 5	18	14	22	13
Year 6	11	17	11	23
<b>Total</b>	<b>129</b>	<b>126</b>	<b>127</b>	<b>134</b>

- effective planning for the classroom
- the role of classroom rules and expectations in establishing a well-functioning classroom.

It is our intention to continue to partner with the Devonport Christian School as they are a local Christian primary school in our catchment area. Our combined staff engaged with planning sessions based around writing exceptional report cards to provide feedback to parents that is focused, insightful, relevant and based on the Australian Curriculum.

The Teacher Aides spent a half day with the Ulverstone staff going through policies and procedures that were relevant to their roles

within the School.

### SEQTA

SEQTA, our all-in-one collaborative teaching and Learning Management System (LMS), that is used by teachers to plan each of their units of work, assessments and this year was used to complete report cards. Behaviour management, pastoral care notes, parent contact details, the daily rolls and the teacher's mark books are all on SEQTA. Staff are developing their skills with the platform as more areas of the School embrace the program. School reports have been streamlined using SEQTA and now have the same structure and criteria for both Leighland Primary Schools.







## CURRICULUM COORDINATOR

In 2019, we introduced the role of a Curriculum Coordinator, Mrs Keryn Coates, who works across both Primary Schools to align professional practices and school expectations with the Australian Curriculum. She is currently completing a review of each teacher's planning and then providing written feedback to them on their strengths, as well as any areas to realign.

## NAPLAN

The Year Three and Five students will complete the NAPLAN exams online for the first time this year. Their teachers are preparing them for these external exams by staying true to the National Curriculum.

NAPLAN EVALUATION 2018 – SUMMARY OF RESULTS FOR YEAR 3 & 5 STUDENTS				
		Below NMS	At NMS	Above NMS
Year 3	Reading	7%	20%	73%
	Writing	6%	19%	75%
	Spelling	13%	13%	76%
	Grammar and Punctuation	13%	6%	81%
	Numeracy	0%	13%	86%
Year 5	Reading	6%	6%	89%
	Writing	11%	16%	73%
	Spelling	0%	11%	89%
	Grammar and Punctuation	16%	26%	58%
	Numeracy	6%	28%	67%

## MUSIC AND PE PROGRAMS

The School is uniquely placed to provide an outstanding musical program through the skills and talents of Mrs Del Polden. She is an exceptionally gifted musician who brings out the children's talents and skills in a variety of programs including instrumental lessons, band and choir.

Mr Adam Clark works with all children across the campus developing their sports, health and PE skills, while providing opportunities for them to engage in such events as the swimming and athletic carnivals.

## PARENTS IN PARTNERSHIP (PIP) AND OUR PARENT BODY

### PARENTS AND GUARDIANS

Parents and Guardians continue to partner with us in the School in a variety of ways. They are enlisted as class helpers and take small groups, reading circles or whatever activity the teacher has set. There are also Parent Volunteers in the School who have gone through a more formalised process to be able to assist in a different way, such as a supervisor on the Year Six Camp. Many parents join us each week on campus for Family Assembly or come to school events to cheer on and support their children in such programs as Learn to Swim.

## PIP

The Parents in Partnership group meets each month on campus to discuss ideas for fundraising and to suggest where money raised could be spent within the School. They work in consultation with the Principal to identify priorities within the School. Parents are engaged in a variety of endeavours including the welcome BBQ, hot lunches, the School Fair, Mother and Father Day stalls and many other events to raise these funds.

We are thrilled to welcome Mrs Belinda Hills to the role of PIP Coordinator and are so thankful for this very real answer to prayer in the School.







## THE FACILITIES

### KINDER FACILITY UPGRADE

This year, we have updated much of the furniture in the Kinder classroom and there are plans in progress for new equipment in their play area.

### PLAYGROUND EQUIPMENT

Across campus, we have been spoilt with many new playground areas and equipment, including a basketball/netball court, handball court and new swings.

### SITTING AREAS

Alongside the new courts, a seating area has been created with fresh grass and two incredible tables and chairs for students, teachers, parents and carers to use.

### IT RESOURCES

Across the School we have had an upgrade of both the number and type of laptops that the children use in the classroom, with two complete trolleys being accessed by teachers each week. We are also thoroughly enjoying the mobile touch screen TV that has already been

used in classrooms, at Family Assembly and in our Tuesday morning worship sessions.

## COMMUNITY

At the core of the School is a vibrant community that works together to ensure that the children receive an excellent Christ centred education in an environment that is safe, supportive and caring. The children are known and loved by their teachers and are taught in classrooms that are vibrant and engaging.

## THE FUTURE

*"The only way forward is on your knees"* Hudson Taylor

I appreciate that I am very new to the School community but in this short amount of time I have been privileged to see:

- teachers that give much more to the School than their allocated hours, that plan for and execute engaging and relevant lessons and that work together with each other to refine and develop their current teaching practices;
- children who are happy, known and cared for by all staff across the School and who

are given every opportunity to thrive both personally and academically;

- Teacher Aides who work tirelessly to support children in and out of the classroom to meet their individually identified goals;
- Parents who are an integral part of the School community.

There has been an immense amount of planning taking place across all areas of the School; planning for the future, planning for the best interest of the children, planning for their educational goals and progress as well as planning to be the School of choice in Burnie for our current and any new families. As exciting as that is, we know that we must not run ahead of God's plans and need to continually seek Him in all that we do.

If this is only the beginning of my time at Leighland Christian School, I cannot wait to see what God has in store for the years ahead.

// *In their hearts humans plan their course, but the Lord establishes their steps.*  
(Proverbs 16:9)

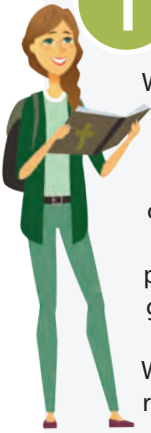




# STRATEGIC FRAMEWORK

1

## THE BIBLE IS CENTRAL



We believe that the gospel informs, impacts and ultimately permeates the spirit and culture of our community. Our Christian identity is intentionally practical. The gospel is the good news of Jesus Christ and His gift of salvation. We have a responsibility to remain true to God's word.

### KEY PRIORITIES

- Revise the Constitution
- Review employment policy and practices to only employ Christian staff
- Resource and train staff by supporting CEN Post Graduate and Under Graduate training for teachers
- Ensure prayer and staff devotions happen on a daily basis
- Ensure the Staff Handbook and induction policies point to the mission and vision for Christian Education
- Continue to partner with and connect with Churches and other Christian organisations
- Build and strengthen the Association

2

## PEOPLE & PASTORAL CARE

All people are made in the image of God. We have a responsibility to care, value and nurture the people in our community.



4

## GOVERNANCE & LEADERSHIP

We recognise that God calls people into strategic roles of governance and operational leadership for a season. We have a responsibility to train, equip, mentor and support our leaders as well as the next generation of leaders.



### KEY PRIORITIES

- Create pathways that support leadership development that train and equip people for current and future service
- Facilitate regular governance and leadership reviews
- Ensure there is regular governance policy review
- Provide regular opportunities for training
- Provide media training for School leadership and Board members
- Ensure there are well developed risk management, compliance policies and audit processes

5

## COMMUNITY & CULTURE

God created us to live and work in the community. We are to be salt and light. We have a responsibility to look for opportunities to work cooperatively.



### KEY PRIORITIES

- Intentionally develop communities
- Engage with the community
- Encourage and support the community
- Engage with the community
- Develop the community



# VISION STATEMENT

Leighland Christian School strives to be a loving Christ Centred Community demonstrating a vibrant faith and commitment to God's Word.

We are dedicated to educational excellence and seek to encourage each individual to explore and pursue their God-given potential, inspiring a lifelong passion for learning and serving.

# MISSION STATEMENT

Learning and Serving  
Together in Christ



# KEY PRIORITIES FOR 2019 – 2024

## KEY PRIORITIES

- Support the physical, mental, social and spiritual health of staff, students, parents and carers
- Support staff in their professional development to achieve the Australian Professional Standard for Teaching
- Assist teaching staff to transition from provisional registration to full registration
- Provide opportunities for leadership development for staff and students
- Focus on character development and resilience for students to develop life skills and building their Christian faith

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Develop strategies that link with Christian

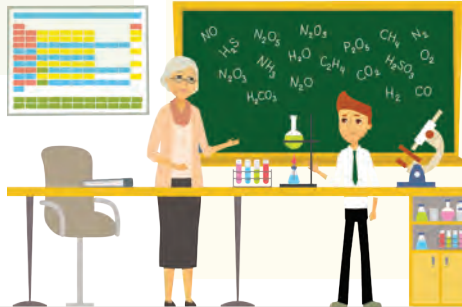
enhance relationships with external organisations that support Christian education and school/ community partnerships

enhance relationships and create pathways between regional Christian Schools  
develop new enrolment strategies

### 3

## TEACHING & LEARNING

A responsibility to educational excellence, life long passion for learning, seeking educational richness and diversity, partnering with home and school, successfully transitioning students from Kinder to Year 12.



## KEY PRIORITIES

- Provide relevant and robust educational programs that are well resourced
- Affirm and engage the role of parents in the education of their children
- Identify, develop and cultivate the God-given potential in children
- Collaborate and learn together with other Christian educators
- Utilise the resources from CEN for training and review of practice and people in our School
- Encourage an integrated approach to lifelong learning for students, staff and parents

### 6

## STEWARDSHIP

We have a responsibility to be wise stewards of the School's resources.

## KEY PRIORITIES

- Continue to be financially sustainable
- Provide budgets and resources for future Master Plan developments
- Improve financial literacy for School leadership and Board members
- Maintain and keep our facilities in excellent condition
- Be intentionally generous in supporting our community and others where able
- Provide a safe and secure environment for all people who are in our Schools
- Act with integrity in all matters



# CORE VALUES

- Using a biblical perspective to nurture Christian values.
- Seeking educational richness and diversity.
- Working in close partnership with parents and carers.
- Developing the God-given potential of individuals.
- Pursuing truth with transparency and integrity.
- Promoting grace, respect and dignity.
- Building strong Christian character traits.
- Demonstrating faith, hope and love.

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Planning for the Future - Leighland Christian School





**David Grey**  
Business Manager

## >> FINANCIAL RESULT

The financial result for 2018 was a surplus of \$1,215,115; this was a better result than the budget forecast. This was due to increased enrolments and keeping expenditure on or under budget, combined with increases in Commonwealth grant funding, all these factors helped improve the bottom line. This is a good result as the School prepares for the commencement of round 2 of the Building Master Plan.

Total expenditure increased in 2018 by \$182,592 above the previous year and income for the same period improved by \$808,665, contributing to the better EOY result in 2018. The surplus was used to help fund capital works projects in 2018, including new playgrounds, carparks, furniture,

equipment, minor works and ICT upgrades.

The table below (Expenditure 2013 -2018) shows the expenditure trends over the last six years. Wages and associated liabilities continue to account for 71% of our expenses and General Operating costs account for 18% of the Budget which means many of the budget costs are fixed. Student support remains at 4%. Maintenance 4% and finance costs less than 1% account for the remainder.

### EXPENDITURE 2013 - 2018

Expenditure Category	2018	2017	2016	2015	2014	2013
Total Salaries/Wages	5,978,579	5,904,677	6,117,413	6,269,004	5,992,188	5,545,229
Total Student Support	361,610	367,180	357,015	395,935	345,682	316,613
Total Maint /Materials	405,087	375,746	385,526	363,698	385,529	330,212
Total General Operating	1,597,150	1,518,029	1,558,486	1,643,153	1,644,692	1,820,610
Total Borrowing Costs	52,073	61,184	69,152	77,365	89,120	113,640
Total Operating Costs	8,450,524	8,267,932	8,573,000	8,803,570	8,511,263	8,181,113
Operating (Loss) / Surplus	1,215,115	589,043	(62,151)	133,597	364,772	286,534



// *See, I am doing a new thing! Now it springs up; do you not perceive it? I am making a way in the wilderness and streams in the wasteland.*

(Isaiah 43:19) //





## BUDGET COMMENTS

In 2018, the School experienced a welcome increase in enrolments and wage costs increased marginally; operating and finance costs also reduced through the year due to prudent management. The loan balance decreased and interest payments also reduced accordingly. Overall, the year was a success financially and demonstrates that with good planning and a return to enrolment growth, the K-12 two campus model is sustainable. Effective financial management of the School requires surpluses to fund capital improvements and contribute to the overall Master Plan.

**Please Note:** There is a complete set of audited financial statements available on request from the Business Manager.

*As iron sharpens iron, so one person sharpens another*  
(Proverbs 27:17)

## LEIGHLAND CHRISTIAN SCHOOL PROFIT & LOSS SUMMARY 2013 - 2018

P&L (Summary)	2018	2017	2016	2015	2014	2013
<b>TOTAL INCOME</b>	<b>9,665,639</b>	<b>8,856,974</b>	<b>8,510,849</b>	<b>8,937,168</b>	<b>8,876,036</b>	<b>8,467,647</b>
<b>TOTAL EXPENSES</b>	<b>8,450,524</b>	<b>8,267,932</b>	<b>8,573,000</b>	<b>8,803,570</b>	<b>8,511,263</b>	<b>8,181,113</b>
<b>NET OPERATING SURPLUS</b>	<b>1,215,115</b>	<b>589,042</b>	<b>-(62,151)</b>	<b>133,598</b>	<b>364,773</b>	<b>286,534</b>
<b>ISBGAT Capital Grants (Buildings)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>100,217</b>	<b>329,843</b>
<b>TOTAL CHANGES IN EQUITY</b>	<b>715,115</b>	<b>589,042</b>	<b>-(62,151)</b>	<b>133,598</b>	<b>464,990</b>	<b>616,377</b>

## CHANGES TO PREVIOUS YEAR

	2018	2017	\$ Diff	% Diff	
Total Fees	1,257,011	1,196,227	60,784	5.08%	😊
Total Grants	8,295,931	7,525,969	769,962	10.23%	😊
Total Income	9,665,639	8,856,975	808,664	9.13%	😊
Total Wages	5,978,579	5,904,677	73,902	1.25%	😊
Total Student Resources	361,610	367,180	-5,570	-1.52%	😊
Total Maintenance	405,087	375,746	29,341	7.81%	😊
Total General Operating	1,597,150	1,518,029	79,121	5.21%	😊
Total Finance Cost	52,073	61,184	-9,111	-14.89%	😊
Total Operating Cost	8,450,524	8,267,932	182,592	2.21%	😊
Net Operating Surplus	1,215,115	589,043	626,076	106.29%	😊







## MAJOR PROJECTS & DEBT

At the end of 2018, the total debt level sits at \$1,067,138 or a per student amount of \$1,912.43 which is a low debt ratio for a school of our size. Debt was further reduced by \$94,329 in 2018. This debt reflects the balance of loans for major building projects completed over both campuses since 2009. The table to the right shows the level of investment in Capital projects and major items for Ulverstone and Burnie, since 2009, that exceeds 11 million dollars in total.

## CAPITAL WORKS 2018

Overall, capital works spending totalled \$1,392,760 in 2018 and was used to improve infrastructure and resources on both campuses. The Stage 1 of the Master Plan in Burnie redeveloped and provided new car parking and entry for vehicles. The ICT focus provided significant investment in replacing all network switching and WiFi network infrastructure. The School also replaced over 200 laptops for students and staff. The new Adventure Playgrounds in both Ulverstone and Burnie provided some excellent new play spaces for students. Preparing for the Master Plan project Stage 2 was also a focus as Stage 2 for Burnie will commence in 2020.

## BUILDING FUND

The Building Fund balance as at 31/12/2018 is \$752,572. The Building Fund grew by \$510,774 in 2018, as the result of the Board decision to invest in the Fund and save for future projects.

## ENROLMENTS

Enrolment trends turned the corner in 2018 as the School experienced some growth for the first time since 2011, after a period of decline.

DETAIL OF CAP X ITEMISED – 2018		
2018	Burnie Master Plan stage 1 – carparks and traffic flow	\$288,579
2018	ICT Stage 2 – Upgrade all switches and replace wireless network	\$272,828
2018	ICT Hardware – laptops and equipment	\$227,775
2018	Playground upgrades in Ulverstone & Burnie	\$201,609
2018	Ulverstone & Burnie minor works	\$193,407
2018	ICT Software	\$65,481
2018	New vehicles x 2	\$47,752
2018	Burnie Stage 2 Master Plan design and planning	\$39,400
2018	Security CCTV	\$26,403
2018	Furniture	\$10,148
2018	Classroom Equipment	\$9,809
2018	Air Conditioning	\$9,614

In 2017, enrolments in Ulverstone were 407 and in 2018, we increased to 431; most growth was in the High School which saw an increase of 23 students and both Ulverstone Primary and Burnie Primary increased by 1 student each. It is very pleasing to see growth in the Burnie Kindergarten and this is attributed to a very proactive and successful pre kinder program and playgroup.

The Board appointment of a Community Relations Officer late in 2018, followed on from the recommendations from a review conducted by Tim Caghey, an external community relations consultant. This decision is certainly a strategic step to improve the profile and brand of the School and to engage with new and prospective parents. There is no doubt the education space is a very competitive area

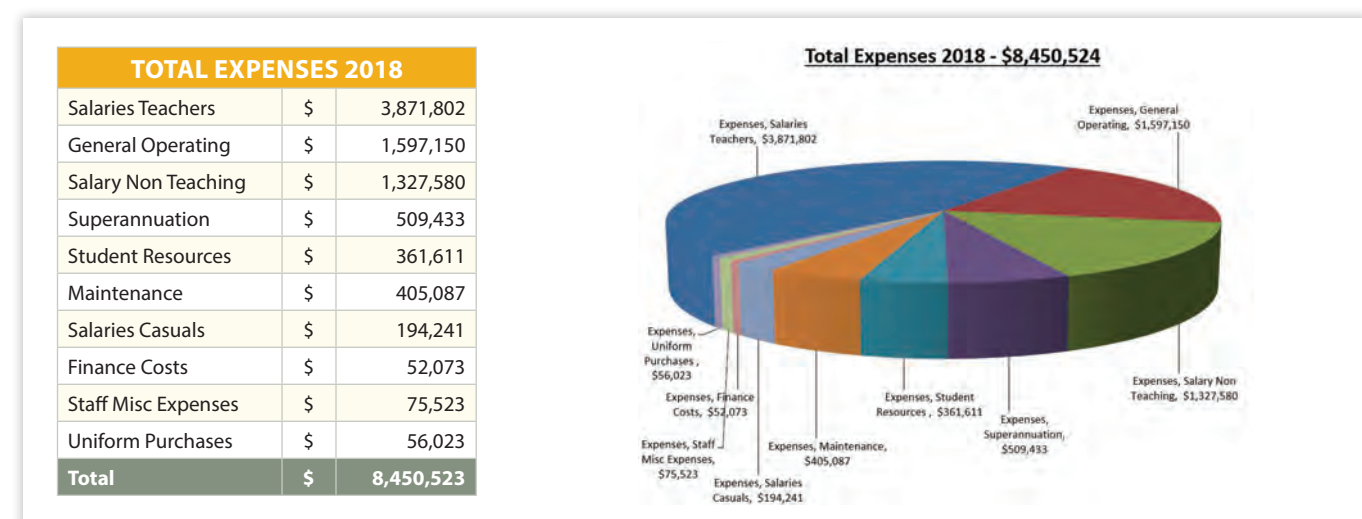
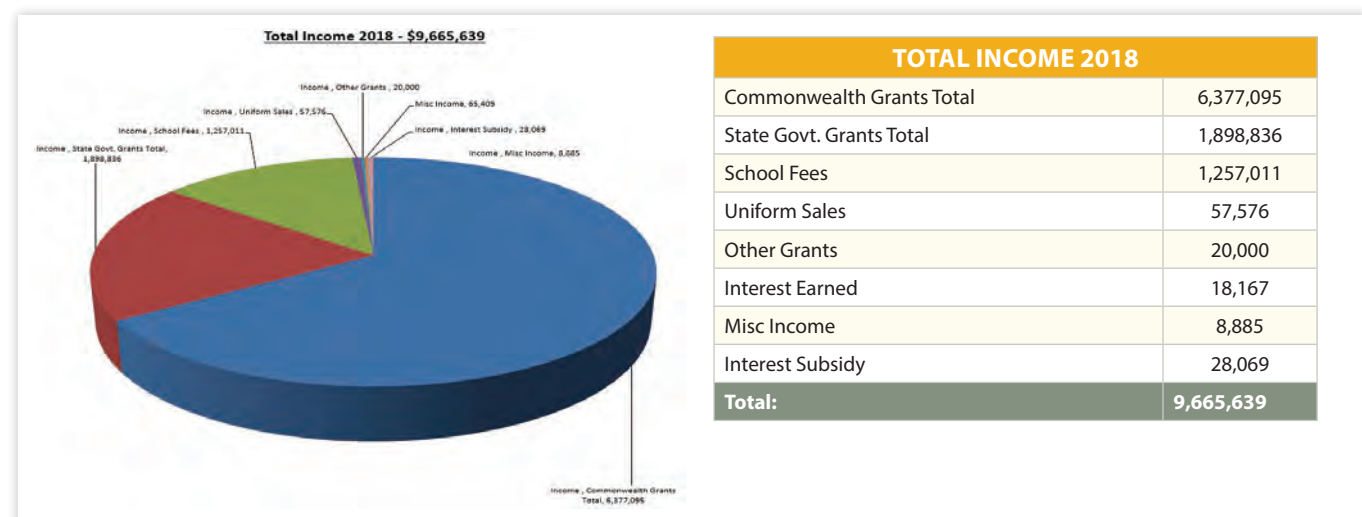
today and this is why it is important to reach new parents before they make decisions to ensure our School is marketed effectively. For tomorrow's parents, there are different expectations and new ways that we need to learn to engage with them, so prospective parents can be well informed and understand the benefits of Christian Education on offer at Leighland. Leighland has a good reputation and a lot to offer a discerning new generation of parents.







2018							
Description of Work	Building and Minor works Projects	ICT & Technology	Equipment	Furniture	Text Books	Vehicles	Grant Total for Years 2009 to 2018
CAPX 2009	1,864,437	71,788	70,729	26,852	5,254		2,039,060
CAPX 2010	2,193,065	272,180	42,491	98,028	6,877		2,612,641
CAPX 2011	860,685	237,386	68,762	116,571	8,039		1,291,443
CAPX 2012	966,699	271,302	38,496	17,333	13,106	38,650	1,306,936
CAPX 2013	573,580	112,445	46,216	32,158	12,524		776,923
CAPX 2014	196,843	123,930	34,929	16,511	15,491		387,704
CAPX 2015	316,304	220,721	43,434	15,761	15,597		611,817
CAPX 2016	273,912	126,383	21,525	15,038	9,252	28,016	446,110
CAPX 2017	140,573	312,193	30,995	7,218	5,045		496,024
CAPX 2018	532,473	565,969	236,419	10,148	0	47,752	1,392,760
<b>Total \$</b>	<b>7,918,571</b>	<b>2,314,297</b>	<b>633,996</b>	<b>355,618</b>	<b>91,185</b>	<b>114,418</b>	<b>11,428,084</b>







## BALANCE SHEET

The School continues to have a healthy balance sheet with adequate provisions for the liabilities that it carries. Our asset base is strong and gearing is not considered too high.

BALANCE SHEET: (SUMMARY)							
		2018	2017	2016	2015	2014	2013
	CLOSING BALANCE PREVIOUS YR	9,459,882	8,960,836	9,022,986	8,889,388	8,424,399	8,632,398
	<b>TOTAL CURRENT ASSETS</b>	<b>3,466,000</b>	<b>3,617,374</b>	<b>3,074,201</b>	<b>2,865,362</b>	<b>2,904,132</b>	<b>2,178,498</b>
NON CURRENT ASSETS	<b>NON CURRENT ASSETS</b>						
	Property Plant & Equipment	9,950,931	9,165,723	9,262,705	9,464,614	9,508,389	9,851,128
	Unexpired Interest Vehicle Loans	0	0	0	0	0	423
	<b>TOTAL NON CURRENT ASSETS</b>	<b>9,950,931</b>	<b>9,165,723</b>	<b>9,262,705</b>	<b>9,464,614</b>	<b>9,508,389</b>	<b>9,851,551</b>
	<b>TOTAL ASSETS</b>	<b>13,416,931</b>	<b>12,783,097</b>	<b>12,336,906</b>	<b>12,329,976</b>	<b>12,412,521</b>	<b>12,030,049</b>
	<b>CURRENT LIABILITIES</b>						
CURRENT LIABILITIES	Trade Creditors & Accruals	131,049	182,823	236,684	201,177	232,117	321,835
	Sundry Creditors	0	0	0	0	0	0
	School Fees Paid in advance	18,343	13,576	19,779	19,067	16,352	9,729
	GST collected	155,590	97,793	64,298	89,200	117,531	128,474
	Deposits Held for Third Parties	95,438	82,650	84,641	74,157	66,634	42,221
	Better Business Loan (secured)	124,468	123,834	120,207	118,487	111,291	206,016
	Variable Rate Term Loan	0	0	0	0	0	0
	Asset Purchase Loans - Vehicles	0	0	0	0	752	9,012
	Provision for Long Service Leave	588,615	572,735	537,692	392,766	353,936	308,304
	Provision for Sick Leave	0	0	0	0	0	0
	Provision for Annual Leave	28,329	26,797	31,485	30,590	36,797	30,928
	Grants Received in Advance	979,802	900,113	908,274	797,191	868,720	827,568
	<b>TOTAL CURRENT LIABILITIES</b>	<b>2,121,633</b>	<b>2,000,322</b>	<b>2,003,060</b>	<b>1,722,635</b>	<b>1,803,861</b>	<b>1,884,087</b>
NON CURRENT LIABILITIES	<b>NON CURRENT LIABILITIES</b>						
	Better Business Loan (Secured)	942,670	1,037,633	1,161,243	1,277,148	1,396,203	1,408,735
	Asset Purchase Loans - Vehicles	0	0	0	0	0	752
	Provision for Sick leave	0	0	0	0	0	0
	Provision for Long Service Leave	87,631	195,264	211,766	307,207	323,069	312,076
	<b>TOTAL NON CURRENT LIABILITIES</b>	<b>1,030,301</b>	<b>1,232,897</b>	<b>1,373,010</b>	<b>1,584,355</b>	<b>1,719,272</b>	<b>1,721,563</b>
	<b>TOTAL LIABILITIES</b>	<b>3,151,934</b>	<b>3,233,219</b>	<b>3,376,070</b>	<b>3,306,990</b>	<b>3,523,133</b>	<b>3,605,650</b>
	<b>NET ASSETS</b>	<b>10,264,997</b>	<b>9,549,878</b>	<b>8,960,836</b>	<b>9,022,986</b>	<b>8,889,388</b>	<b>8,424,399</b>





## CONCLUSION

On reflection, 2018 was an exciting year where a number of projects were commenced and completed. This included Stage 1 of the Master Plan in Burnie where new carparking, traffic management and lighting transformed the front and rear entrances of the School. The new drop off zones, bus turning area and off street parking have certainly achieved the desired outcome, to improve safety and reduce congestion. The front and rear entrances are more visually pleasing and improve safety for students and parents which is a great result. The development of three new playground spaces in Ulverstone and Burnie have also significantly improved facilities for Primary students and there is more to come in 2019. ICT was another area of investment with Stage 2 of the network upgrade completed. This saw all network switching and WiFi infrastructure upgraded. New LED lighting was installed at Burnie and Ulverstone in security lighting upgrades and some classrooms along with carparks in Ulverstone and Burnie. The Ulverstone Multi-Purpose Hall also had upgrades in stage lighting, a new long throw data projector and rubber flooring. Fibre to the premises was installed at Burnie and Ulverstone in readiness for NBN cutover in 2019.

As we plan and prepare for 2019 and beyond, the Master Plan Stage 2 in Burnie will be the next focus, to build a new Multi-Purpose Hall and Education Centre and establish a dedicated STEAM facility in Burnie. These projects are scheduled to commence in 2020. Planning and purchases have already been completed for 2019 to replace and increase access to computers. Over 250 new laptops and computers were operational for the start of this year and new interactive screens introduced into Lower Primary classrooms.

Over the previous few years, we experienced enrolment decline but in 2018 we did see that trend reverse slightly with growth in Ulverstone. The introduction of a Community Relations Officer for 2019 is a key initiative to ensure we see this trend continue and to develop the

strategies required for sustained community engagement.

Another exciting achievement and first for our School was to finalise a Multiple Enterprise Agreement with three other Christian Schools in Tasmania. This will provide a pathway for teachers, which rewards teachers who progress in their professional development to achieve the new Australian Professional Standards for Teachers. This is the first industrial agreement in Tasmania which supports progression to the new standard and culminates over two years of planning, discussion and work to achieve this outcome.

I pay tribute again to all staff, but particularly those who provide support in the areas of: Administration, Aides, and school Maintenance, for these staff often go unnoticed but play a vital role in supporting teaching staff, parents and students.

Thank you to the Board who are very faithful, diligent and hardworking in their desire to see the new Strategic Plan completed and the School well equipped. They are also a great encouragement in support of the Senior Leadership Team. Board members continue to plan and strategically look to the future ensuring we remain faithful to our core values and goals.

It continues to be a privilege to serve and work in the Leighland and CEN community and I give God all the praise and thanks.

David Grey

**Business Manager**

// *Let us hold tightly without wavering to the hope we affirm, for God can be trusted to keep His promise.*

*(Hebrews 10:23)* //















## ATTENDANCE

The School has a requirement each year to report on attendance to the Commonwealth Government from Year 1 to Year 10. Teachers complete student attendance using SEQTA (Learning Management System) each period in High School and twice a day in Primary and this information becomes their attendance record. The attendance system also generates a daily alert to parents using automated text messages (SMS) when students are absent without a known reason. The system also creates reports detailing students who have prolonged absences making Senior Staff aware of students who may be at risk. This is an additional Watch List system to provide additional alerts. Where there are long periods of absence there is a compliance requirement to report this to the Department of Education.

Attendance is reported twice a year to the Commonwealth and the attendance rates for Leighland Christian School in 2018 averaged;

<b>Burnie Terms 1 &amp; 2:</b>	<b>93.86%</b>
<b>Ulverstone Terms 1 &amp; 2:</b>	<b>92.06%</b>
<b>Burnie Term 3:</b>	<b>90.31%</b>
<b>Ulverstone Term 3:</b>	<b>89.72%</b>



// *Being confident of this, that He who began a good work in you will carry it on to completion until the day of Christ Jesus".*

*(Philippians 1:6)*





# Twilight Fairs



## TWILIGHT FAIRS - BURNIE & ULVERSTONE CAMPUSES





# Twilight Fairs



## TWILIGHT FAIRS - BURNIE & ULVERSTONE CAMPUSES



// *May the God of hope fill you with all joy and peace as you trust in Him, so that you may overflow with hope by the power of the Holy Spirit.*

*(Romans 15:13)*







# Leighland

## CHRISTIAN SCHOOL



## ANNUAL REPORT 2018

Leighland Christian Parent Controlled School Association Inc.

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