

Annual Report 2017

Strategic
Direction

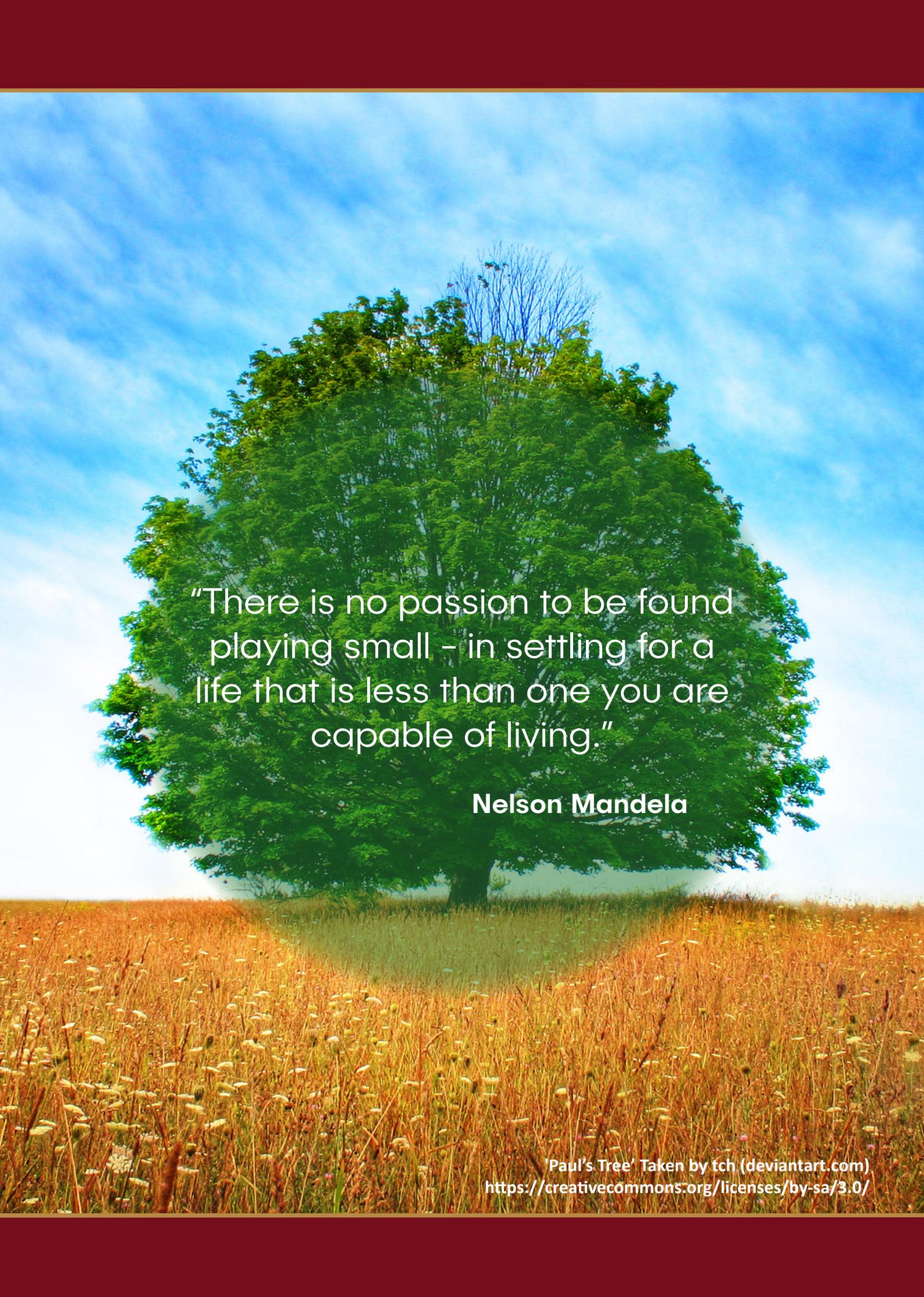
Purpose

Vision

Values



**Ballarat
Christian
College**



"There is no passion to be found
playing small - in settling for a
life that is less than one you are
capable of living."

Nelson Mandela

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Introduction

Schools which receive ongoing recurrent funding from the Australian and Victorian Governments are required to publish annual data, in a number of areas, to comply with relevant legislation. We have presented this data in a form which we trust will be easily read and understood by the College community, and which will provide the information required under law.

Ballarat Christian College is a non-denominational, co-educational College catering for approximately 317 students in Years Prep to 12. The College is registered as an education provider by the Victorian Registration and Qualifications Authority (VRQA). A broad, inclusive and comprehensive program is offered from Years Prep to 10, with VCE, VET and VCAL offered to (some) Year 10, and to all Year 11 and 12 students.

Students are encouraged and guided to reach their God-given potential by striving for excellence in all endeavours. The College seeks to help students grow in the wisdom of God and to walk in His ways after initially having a saving faith in Christ. We foster the development of positive and harmonious relationships with other people, the environment and with God.

The College offers programs in many areas including pastoral care, student leadership and co-curricular, as well as a balanced curriculum based on the Australian Curriculum. Additionally, a Christian education program called Christian Living is taught, whereby the knowledge and heart of the Christian faith is transmitted through structured lessons delivered by Christian teachers. The College is also a Registered Training Organisation delivering the Certificate III Christian Studies course in Years 11 and 12.

Our Vision

Every learner reaching their God-given potential

Our Purpose

To provide each student Christian education that gives opportunities to develop gifts and talents to fulfil the will of God in his or her life



The Board's focus for 2017 was leading the College's strategic direction with the rollout in July of the Strategic Plan 2017 – 2019. This plan was presented to all staff and then to the wider College community, with the document being freely available on the College's website. The Board endorsed a new Vision, Purpose and six Core Values, which are foundational to this strategic initiative.

College Board

With the retirement of two long-standing Directors, Mrs Suzanne Pickard and Mr Malcolm Wood and the resignation of Ps Don Gall, the composition of the Board has changed throughout the year. These Directors have served the College well and were publically thanked at the College Celebration evening in December.

The Board welcomed Mr Randall Dreger in March, Miss Dianne Colbert in May, and Mr Neville Hawkins (a former Board Chairman) in June. Their various skills and experience have provided valuable contributions to the various Board meetings and discussions.

During the year, the Board instituted a revision to its committee structure. As a result, two new committees were established – the Executive Committee and the Governance Committee, and another was repurposed – the Finance and Risk Management Committee.

Early in 2017 the Board proposed certain amendments to the College's Constitution. These changes were presented to College members at a special meeting in March where all proposals were accepted.

I sincerely thank all the presently and recently serving Directors for their dedicated service to the College in this past year.

College Executive

The Board is grateful for the ongoing leadership of Mr Stewart as Principal of the College. He is capably assisted by the College Executive Leadership Team. We have full confidence in the capacity of the College's management to continue implementing the operational requirements of the school.



Capital Programme

During the year, the Board took the opportunity to acquire a property adjoining the school; this property has now been utilised to provide additional off-street car parking. Further minor projects contributed to the continual improvement to the educational and recreational facilities available, as well as the security and safety provided to students and staff. In particular, we gratefully acknowledge the ongoing support of the Parents & Friends Committee for their fund-raising efforts throughout the year.

College Finances and Planning

The financial performance for 2017 was below budget due to some one-off staffing expenses, stock write-offs, and extraordinary administration costs. These costs reflect the expenses associated with moving the College forward and allow it to position itself for future growth.

Our dedicated staff frequently extended themselves to ensure the College continued to be a growing place for learning excellence. The Board thanks all the staff for their work. We are always blessed to have so many volunteers who donate their time and effort to various activities throughout the College. The Board recognises and values the contribution of parents, guardians and grandparents who partner with the College to give the College its vibrant atmosphere.

As we embark upon 2018 the College Board is always seeking avenues to further advance the educational opportunities available to our students. The Board is progressing the development and implementation of its master planning with a view to expanding the resources required to deliver ever improved and expanded services & outcomes to the student cohort.

We confidently move forward with a clear vision and a keen sense of God's hand upon the College, ready to step into the future that God has planned for Ballarat Christian College. We give thanks to God for all He has provided in our past, and to seek His wisdom and direction for our future.

As scripture reminds us, God's people require a vision in order to outwork His purposes in their lives.

Justin Templar
Chairman of the Board

“Where there is no vision, the people perish...”

Proverbs 29:18 (KJV)



During 2017 the College continued to implement reforms grounded in the mindset of continuous improvement. I was very pleased that during the year the Board rolled out its Strategic Plan for the College which was jointly developed with the Executive Leadership Team (ELT) in late 2016. The Plan sets the direction for the College for the period 2017-2019 and has been made available to our school community on the College website. The ELT was involved in outworking strategic direction through the implementation of the College-wide Operational Plan. I am pleased to report the achievement of a significant number of operational goals from this Plan during the year. These will be outlined later in my report.

Staffing

At the start of the year the ELT was joined by a very experienced lead teacher, Mrs Julie Gall. Mrs Gall enthusiastically took on the Executive role of Director of Teaching and Learning and has been progressive in her implementation of a number of teaching and learning and curriculum initiatives. Mrs Heather Paxman served the College well in a leadership role as Learning Enhancement Centre Coordinator until her resignation at the end of Term 3.

Following the resignation of Mrs Giselle Greene, who had travelled from Geelong to Ballarat for some years, a senior science vacancy was taken up by Mrs Preetha Rajesh for twelve months. At the end of the 2017 year long-serving teachers Mrs Norma Higgins and Mrs Jenny Jones retired. Teachers, Mrs Julie Doyle and Mrs Paula Glynn, moved into other areas of service and Mrs Clare Wilksch and Mrs Jorline Cox concluded their employment with us as they moved away from Ballarat. Support staff, Mrs Susan Corden and Mrs Danielle Prollius concluded their service with us. I thank them for their years of faithful service. In addition, Mr Alan Kirkman and Miss Katrina Wilson served in twelve-month teaching capacities during the year. Mr Don Gall returned to a teaching role in 2017 and we were joined by Mrs Caroline Morrison in a teaching role. Changes in Administration staff saw Mrs Claire Ekayapan join the team in 2017, and Mrs Delyse Barter and Mrs Nicole Pavlis follow the Lord's leading in new directions during the year.

College staff were appraised during the year, with teacher appraisals referencing Australian Institute for Teacher and School Leaders (AITSL) standards. All staff were involved in some professional development or training during the year with all teachers being registered with the Victorian Institute of Teaching. All non-teaching staff hold Working with Children Checks and National Police Checks.

I thank all College staff for their contributions to the College's direction, positive outcomes for student learning and service to the Lord. I especially thank the ELT for their loyalty in 2017.

The ELT consisted of:

- Michael Stewart – Principal
- Ken Nuridin – Head of Junior School
- Trent Loader – Head of Senior School
- Glen Strange – Head of Middle School
- Julie Gall – Director of Teaching and Learning
- Simon Edwards – Business Manager

I also thank Karen Farquhar and Bianca Francica who served as acting Executive members during 2017 while two of the team were on long service leave.

Significant improvements for staff in 2017 occurred with the implementation of a formal Employee Assistance Program and the approval of a new enterprise agreement. I am very pleased with these improvements in staff wellbeing.

Students

Although the total number of students dropped by just over 4% in 2017 the offering for students in subject choice increased significantly. Popular Middle School electives included Drones, Lego Mindstorm, Computer Aided Drafting and Cuisines of the World. The running of three VCE English subjects as well as Music and Systems Engineering gave our senior students more options for their learning in 2017.



Weekly meetings with Year 12 Captains, Isaac Baker, Brooke Letman, and Vice Captains, Tareeqe Knight and Genevieve Withers, occurred throughout the year. A significant reform for our senior secondary students was the implementation of senior school privileges including sign-out rights. I was keen to see a more adult learning environment for our Year 11 and 12s as they enter the adult world and these were greatly appreciated by our young men and women. Times of prayer and discussion of reforms were had with the student leaders.

I was very pleased with the College's VCE results for 2017. Edwina Blachford not only received the Dux of the College Award at the end of year Celebration Evening, but also achieved the College's highest ATAR in the last ten years of 95.4. Edwina achieved three 40+ scores in her Year 12 studies with Sophie Monkman achieving one 40+ score.



A median study score of 29 has put our results for 2017 above all Ballarat government schools and above one of Ballarat's Catholic schools.

Infrastructure and Resources

Continual improvement to the College's infrastructure has occurred. A significant investment in the College's physical presentation and child safety has occurred with a large amount of new fencing and gates, not only at the front and rear of the College, but also internally. Further concreting around the Multi-Purpose Centre has improved access and safety for all the College community.

I am pleased to report the full installation of CCTV in 2017. This addresses not only an identifiable child safety risk in the College, but also assists in asset protection and aids behaviour management implementation.

During the year the College built a cricket pitch on the College Oval (opened by former Australian Test cricketer Mr Ian Redpath) for both student and community use. The College Board also decided to purchase a neighbouring property, 113 Yarrowee Street, during the year.

With the outsourcing of uniform sales at the start of 2017 to free up space for teaching and learning, the Learning Enhancement Centre became operational in Term 1. With a central learning space, some offices, and four breakout rooms it was well used by students during the year who have special needs and need more individualised support. The use of this space for a gifted and talented program is also important. An additional teaching and learning theory room also came online in 2017 in the Trade Training Centre.

Other Reforms and Initiatives

Three major policy working groups conducted work in 2017, culminating in the rollout of a new Behaviour Management Policy. A new Enrolment Policy and Uniform Policy are still under development. The Student Wellbeing Team also worked on a revised Student Wellbeing Policy.

Karen Farquhar, as Child Safety Officer, worked with myself on the implementation of the Victorian Government's new Reportable Conduct Scheme into our policy framework. A major achievement for 2017 was the accreditation of Ballarat Christian College as a child safe organisation by Child Wise. This is a status the College was pleased to pursue with much endeavour and vigour.

Other initiatives during the year included the rollout of the College's new website and parent communication newsletter. The modernisation of these communication channels were long overdue in improving the College's image. I thank all those involved in these endeavours.



During the year Ruth Orr (Community Relations Officer) and I have had meetings with local church leaderships in the region in an endeavour to improve relationships, as identified in a marketing plan which has been developed by the College. This has led to some discussion at a strategic level late in 2017 with regards to growing the College's market share.

Conclusion

As I draw this report to a close it is appropriate to return to strategic matters. The College's Strategic Plan is founded on new Vision and Purpose statements endorsed by the Board in 2017. "Every learner reaching their God-given potential" has been adopted by the Board as the College's vision for setting future direction. I thank our hard-working Board directors for their support and strategic leadership to the College community.

Former South African president Nelson Mandela is quoted as saying "Education is the most powerful weapon which we can use to change the world". At Ballarat Christian College we not only educate young people as potential world changers, but also for them to reach their God-given potential. We thank the Lord for the privilege of turning potential into opportunity as we "...bring them up in the nurture and admonition of the Lord." Ephesians 6:4.

Michael Stewart
Principal/CEO

"He (Daniel) said,...And He changes the times and the seasons...He gives wisdom to the wise and knowledge to those who have understanding."

Daniel 2:20-21 (NKJV)

Senior Secondary Outcomes

Our class of 28 Year 12 students (including 7 VCAL students) finished their studies with 100% of the VCE students achieving their VCE. Our highest ATAR for 2017 was 95.4. The Median Study Score was 29. 62% of Year 12 students were awarded the school based Certificate III level qualification in Christian Studies.

Post-School Destinations

The following data indicates Year 12 students' post-school destinations (24 of 28 students consented to provide information):

Tertiary Applications and Offers (Victorian Tertiary Admissions Centre data)

University Offers - 94.0%
TAFE/VET Offers - 100.0%
Any Tertiary Offer - 94.0%

In Education and Training (Internal Research)

Bachelor degree enrolled = 42.0%
Deferred = 8.0%
TAFE/VET (Cert IV+) = 13.0%
TAFE/VET (Cert 1-III) = 8.0%
Apprenticeships = 8.0%

Not in Education and Training

Employed = 8.0%

Other data from VCAA (Victorian Curriculum and Assessment Authority) is outlined below:

School Programs

Number of VCE 3 & 4 Units with enrolments - 10
Number of VCE VET certificates with enrolments - 12

Student Achievement

Percent of satisfactory VCE completions - 100.0%
Percent of satisfactory VET completions - 75.0%
Percent of satisfactory VCAL Unit completions - 100.0%
Median Study Score - 29

Teacher Standards and Qualifications

All teachers are registered by the Victorian Institute of Teaching as either fully registered; provisionally registered, as in the case of ex-graduates; or as having Permission to Teach (PTT), in the case of teachers in the process of finalising teaching qualifications.

Teachers at the College possess the following qualifications:

Certificate (including graduate)	12
Diploma	15
Associate Diploma	0
Graduate Diploma	10
Bachelors Degree	34
Masters Degree	6

The workforce of Ballarat Christian College consists of the following.

Teaching	37	Full-time	18	Male	23	Indigenous	0
Non-Teaching	28	Part-Time	47	Female	42	Non Indigenous	65
TOTAL	65		65		65		65

Student Attendance

Year Level	Percentage
Prep	91.50
Year 1	92.00
Year 2	92.50
Year 3	91.50
Year 4	92.00
Year 5	93.00
Year 6	93.00
Year 7	92.00
Year 8	91.00
Year 9	93.00
Year 10	90.50
Year 11	92.00
Year 12	93.00
Average Attendance	92.07

The College's Student Attendance Policy and Procedures are to facilitate follow up of student issues relating to excessive lateness and absenteeism, through close monitoring of attendance data, direct contact with students, follow up letters to parents and interviews with students and parents. This role has been assumed by the Heads of School, along with homeroom teachers. Administration staff follow up absentees daily where unexplained, and at least twice per week regarding written confirmation or medical certificates.

Student Outcomes from NAPLAN 2017

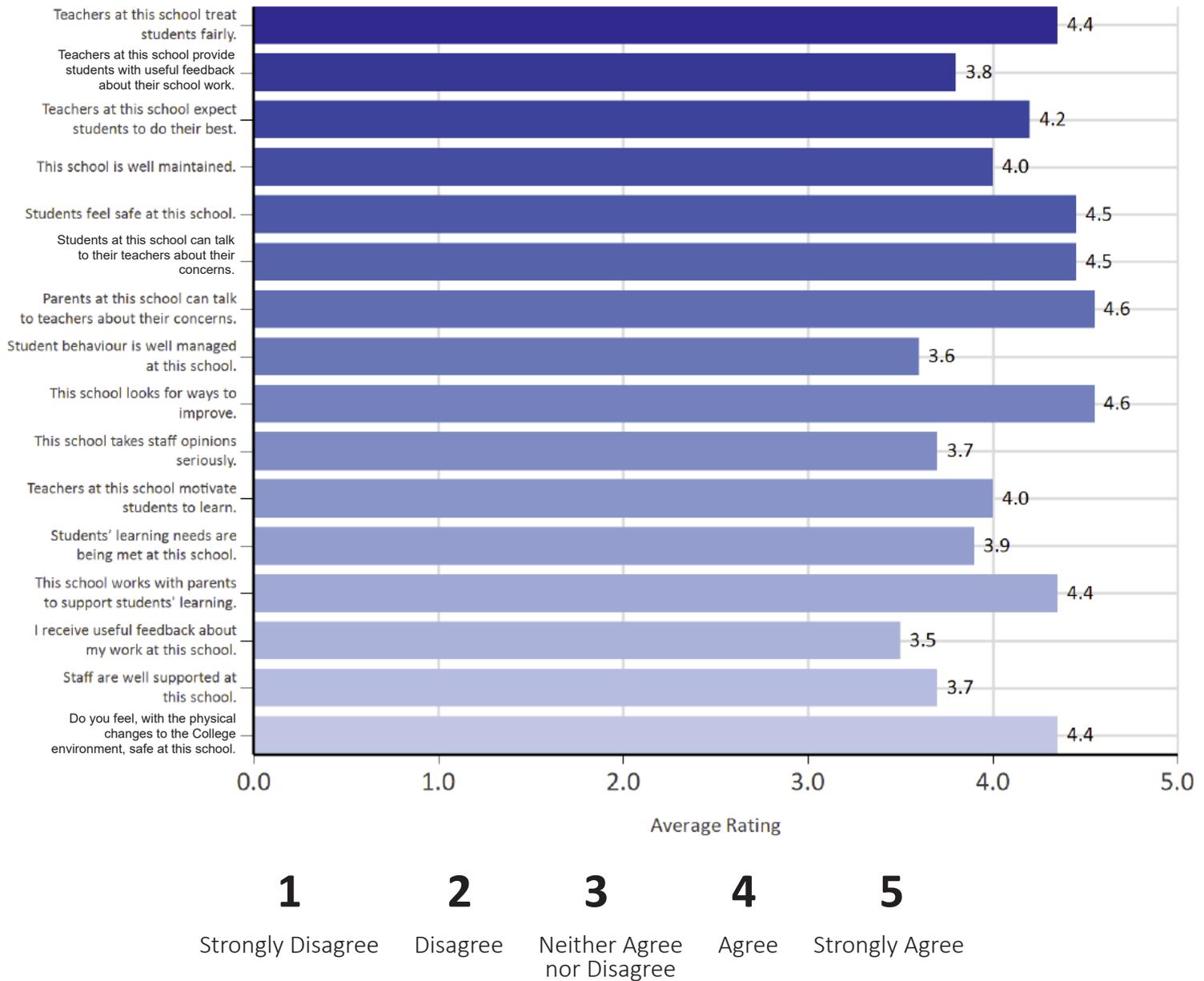
		Below NMS	At NMS	Above NMS
Year 3	Reading	7%	0%	93%
	Writing	0%	0%	100%
	Spelling	0%	0%	100%
	Grammar & Punctuation	0%	21%	79%
	Numeracy	7%	13%	80%
Year 5	Reading	0%	14%	86%
	Writing	10%	5%	86%
	Spelling	5%	19%	76%
	Grammar & Punctuation	5%	19%	76%
	Numeracy	0%	14%	86%
Year 7	Reading	0%	13%	88%
	Writing	25%	6%	69%
	Spelling	6%	13%	81%
	Grammar & Punctuation	13%	6%	81%
	Numeracy	0%	6%	94%
Year 9	Reading	0%	25%	75%
	Writing	17%	17%	66%
	Spelling	18%	25%	57%
	Grammar & Punctuation	7%	21%	71%
	Numeracy	0%	11%	89%

These results, along with other qualitative and quantitative data, will be used to inform improvement in teaching and learning, as outlined below.

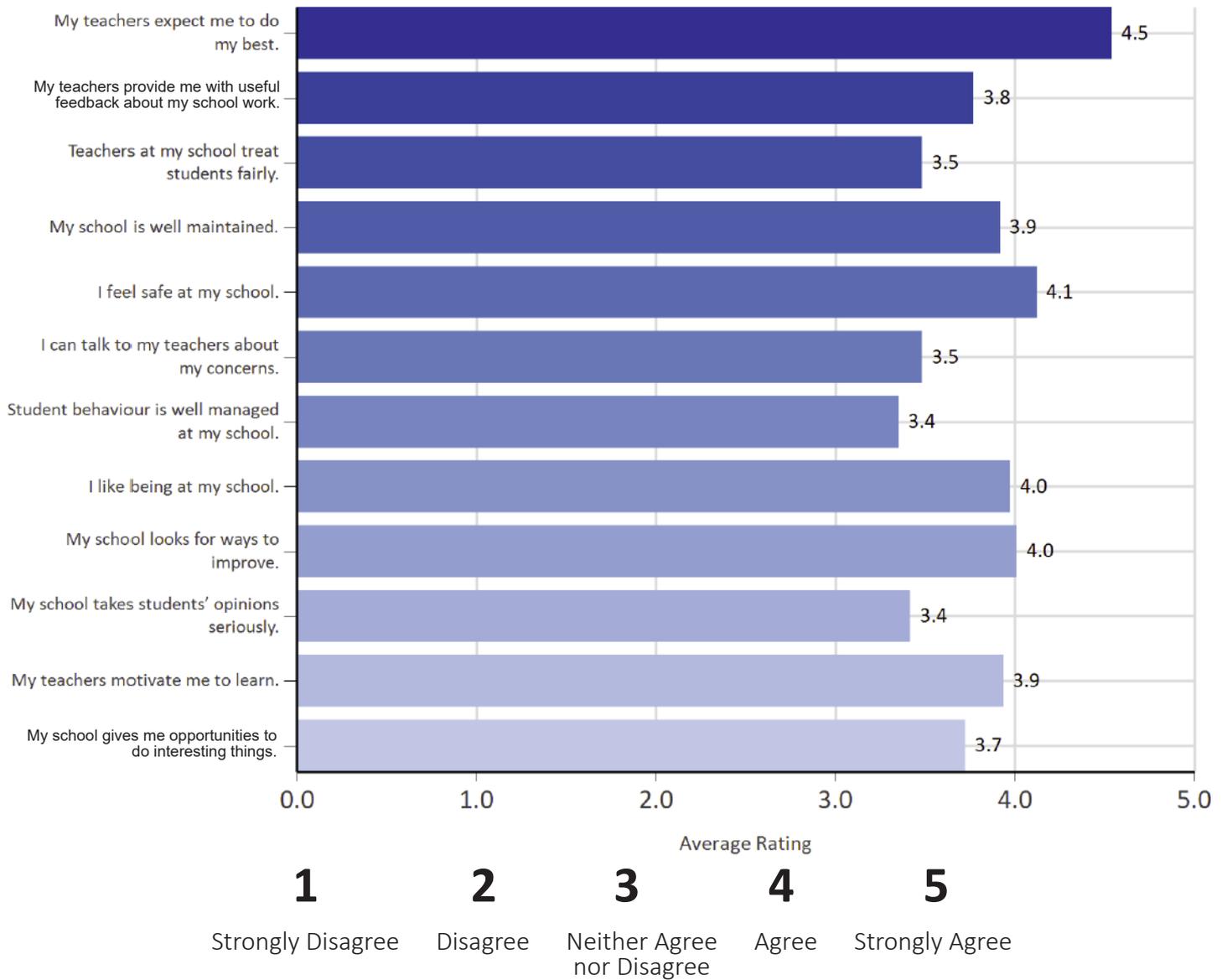
A consistent, established testing regime, triangulation of data, detailed analysis of the data at a management level, quality feedback to staff and ongoing professional development regarding data analysis and strategies for change, have been the key features of the College focus on maintaining, supporting and tracking student gain.

Ongoing detailed records of student academic ability, wellbeing and demographics have supported and assisted to track student progress based on individual need.

Staff Satisfaction Survey Results



Student Satisfaction Survey Results

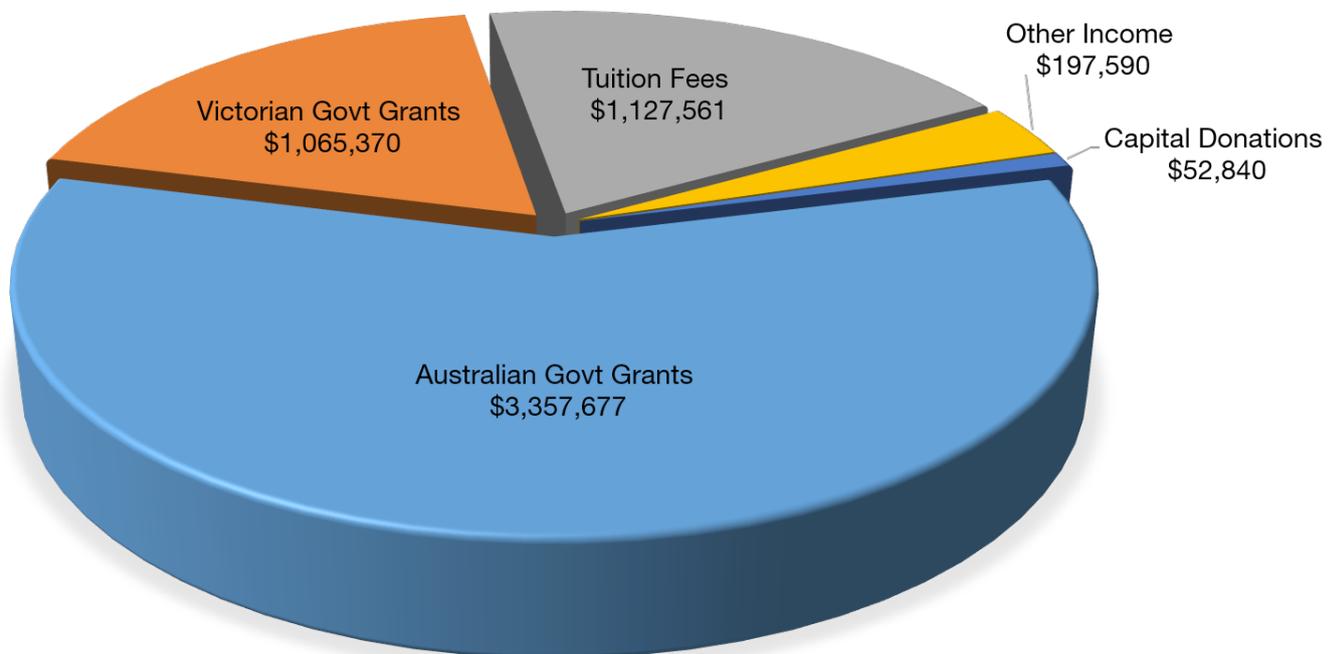


The financial performance for 2017 was below budget due to the finalisation of staff retirements and resignations, write-off of excess uniform stock, additional costs associated with IT maintenance and legal expenses relating to a historical matter. The Board believes that the College is still firmly positioned to provide its core purpose of Christ-centred education with improved and expanded opportunities for its students.

The College's operating deficit was \$100,396 [2016 – deficit \$107,902]. The consolidated deficit, including capital donations, for the year ended 31 December 2017 was \$47,556 [2016 – deficit \$104,825].

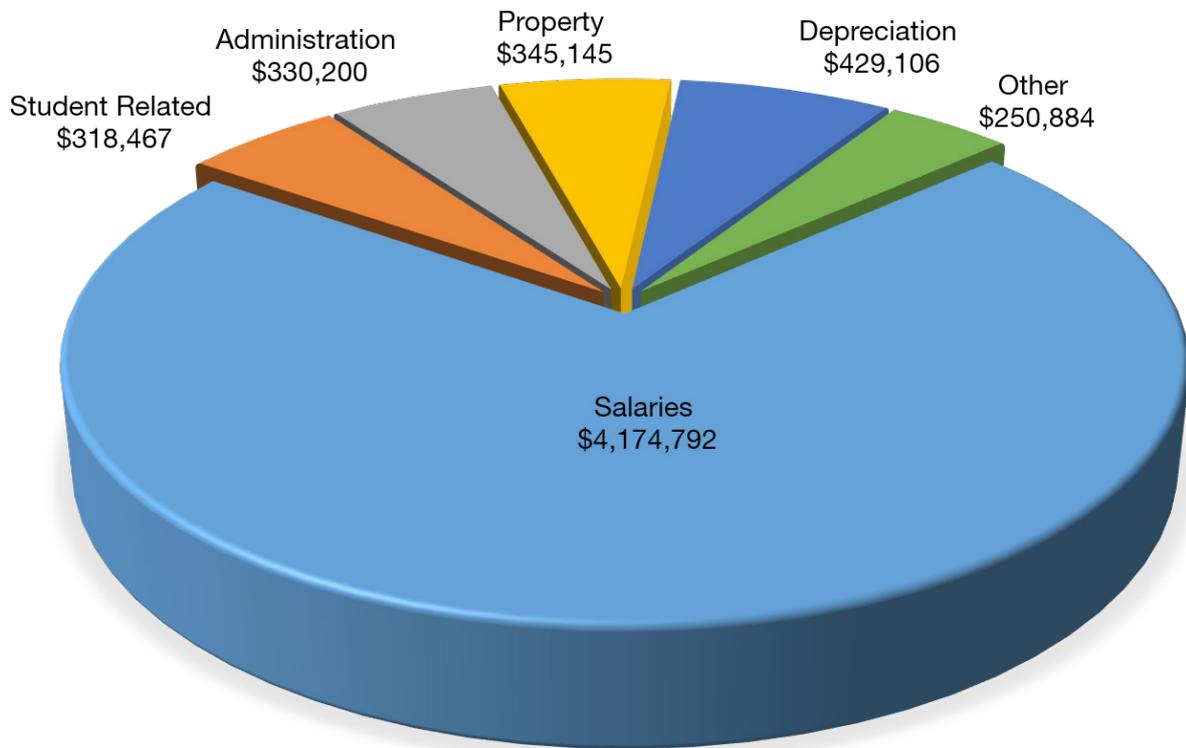
As always, the College Board will exercise its stewardship of God's resources in God's school, for the benefit of the students and to His glory.

Total Income -2017



TOTAL INCOME 2017		
Australian Govt Grants	\$ 3,357,677	57.9%
Victorian Govt Grants	\$ 1,065,370	18.4%
Tuition Fees	\$ 1,127,561	19.4%
Other Income	\$ 197,590	3.4%
Capital Donations	\$ 52,840	0.9%
TOTAL	\$ 5,801,038	100.0%

Total Expenditure -2017



TOTAL EXPENDITURE 2017		
Salaries	\$ 4,174,792	71.4%
Student Related	\$ 318,467	5.4%
Administration	\$ 330,200	5.6%
Property	\$ 345,145	5.9%
Depreciation	\$ 429,106	7.3%
Other Expenses	\$ 250,884	4.3%
TOTAL	\$ 5,848,594	100.0%

Please Note:

There is a complete set of audited financial statements available to members on request from the Business Manager.

Parents & Friends Report

The Parents & Friends Committee is only small but we are very dedicated and passionate about fundraising for our amazing College.

In 2017 we ran a few barbeques at the Farmers Market at Lake Wendouree. We ran our Trivia Night in June, which was a great night of fun, laughter and knowledge. The Mothers' and Fathers' Day stalls were a fun time for the Junior School to purchase items for mums, dads, or that special someone.

We also took part in a 4-week taste testing time at McCains, where we gathered 60 people per night to taste the food and critique it.

We decided to trial selling second-hand uniforms this year which proved to be very profitable and a helpful way to serve the College community.

As a Committee in 2016 we contributed \$20,000 to the Junior School for shade sails, which are to be installed in early 2018. We also contributed 2017 fundraising towards the purchase of bus shelters for the Yarrowee and Warreen St entrances, again to be installed in 2018.



Tania Duthie
Chairperson



Our Values

Commitment

Excellence Respect

Unity Compassion Honesty



Cnr Yarrowee & Vickers Streets
Sebastopol Victoria 3356

T: (03) 5337 5900

E: bcc@balcc.vic.edu.au

www.balcc.vic.edu.au

ABN: 97 119 800 869

