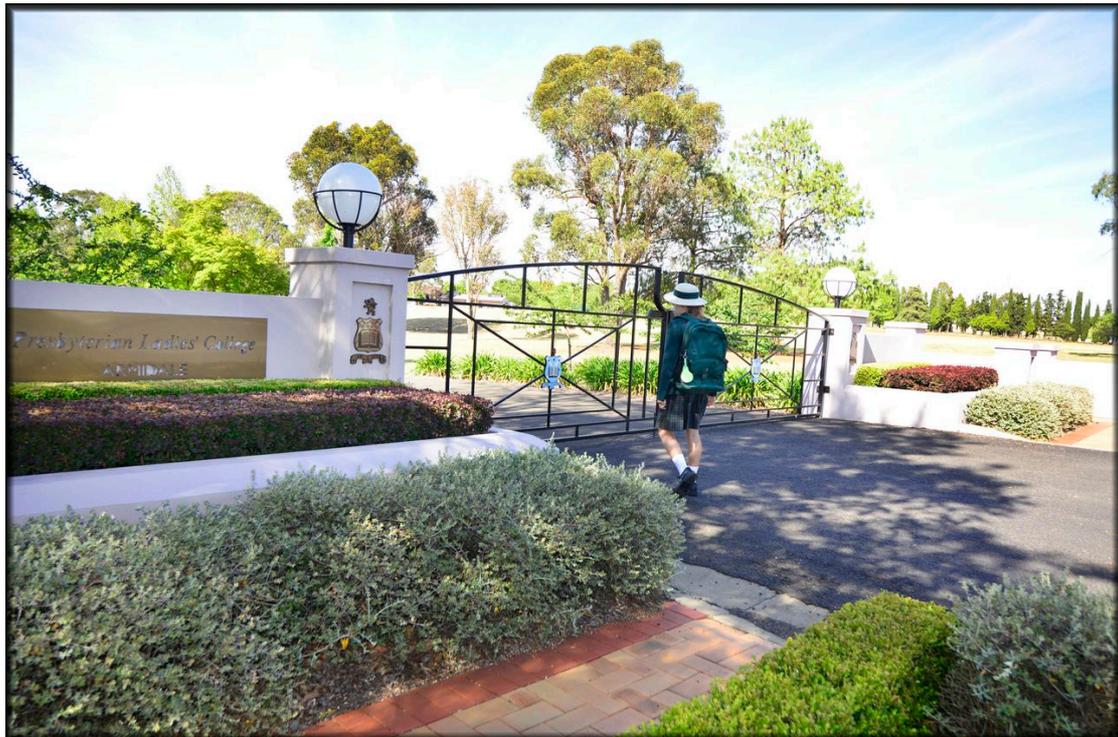




PLC
PRESBYTERIAN
LADIES' COLLEGE
ARMIDALE
— 1887 —

ANNUAL REPORT 2018



“Educating successful women of tomorrow in a Christian environment”

INTRODUCTION

PLC Armidale is an independent Day and Boarding School for girls' situated in the New England region of northwest New South Wales. The school's opening day as New England Ladies' College was in January 1887. In 1938 the College passed into the hands of the Presbyterian Church and was named Presbyterian Ladies' College, Armidale.

In 2017 the College celebrated its 130th anniversary as a legal entity. The school seeks to provide a quality education for girls from Pre-Kinder to Year 12. The Pre-Kinder program is based on the Reggio Emilia philosophy offering a unique school preparation program. PLC Armidale enjoys a strategic alliance with its sister school, PLC Sydney with both schools being governed by one College Council.

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THEME 1: A MESSAGE FROM KEY SCHOOL BODIES

PLC ARMIDALE CHAIR OF COLLEGE COUNCIL

Mrs Leah Russell

At the end of 2018 we farewelled our much loved and respected Chairman of College Council, Dr David Lim. Under his and our Principals leadership it has been another full and successful year.

A year that has involved outstanding academic, music and sporting achievements. A year that is in many ways a culmination of the 131 years that have preceded. Student artworks, musical productions, unit of inquiries and service learning pursuits have all featured in the year that has been.

At PLC Armidale we are committed to continuing to offer a diverse and comprehensive range of subject choices and activities notwithstanding, the small class sizes. This is allowing our girls to be developed to their full potential. I have enjoyed seeing the use of the facilities. The filling up off the dormitories with the Pathway girls who are enriching our lives with their enthusiasm for learning.

We thank our Lord for Mrs Nicola Taylor who has tremendous vision. Mrs Taylor you are a power house, supported by an executive team that you have been building. We look forward to the future years and seeing the outflowing of your ideas.

Thank you to our teachers and support staff, and executive who support the Principal. Each of you enable the school to run. Girls you have wonderful teachers, inspiring educators who aim to develop in you a sense of enquiry, a commitment to investigate, to create and solve problems. So that you can become young successful women of tomorrow.

Dr David Lim we thank you for your service to PLC as a College Council Member and Chairman. You have been hardworking, dedicated, thought provoking and passionate in your roles. Most of all you have been prayerful, relying on God in all you do. You are servant hearted and have always had the best interest of the College at heart. Thank you also to David's wife Zhuping, for allowing him to be so involved with the school. Thank you for supporting and encouraging him, and also interpreting in China for Nicola.

Dr Lim will be missed, but with Christ's help each member of College Council will strive to lead in the same servant hearted attitude. I am often asked, "Why have I accepted a role on College Council and now the role of Chair women, given that I have no girls, but two wonderful boys Elliot and Charles and I am not an old girl of the school?"

My reason is straightforward. I am passionate about education in a Christian environment, and particularly girls' education. I hope that over the coming years through casual conversation and through some of the speeches you will hear me make, that we will get to know each other well. I am looking forward to this.

As a College Council, we desire that your education be built around a Christian framework. That is - both of Christian values and Christian truths. The values of Integrity, Humility, Respect and self-discipline. We pray earnestly that you learn to strive to be the best that God has made you to be, to take every opportunity to learn. Understand how the choices you make impact not only your lives, but of those around you. It is in this pursuit that we can all learn more of the blessings of following Jesus.

PLC ARMIDALE PRINCIPAL

Mrs Nicola Taylor

In the wake of our 130th Celebratory Year, 2018 commenced with a challenge to Executive, Staff and students across the College to 'start with *Why?*' across all endeavours. In a publication such as a Year Book, or Annual Report, the logical focus is often on the 'who' and 'what' – the people and activities which make up the College, both are relevant and important. However, *Why?* Why do we do what we do, why do we implement some programs and initiatives and forgo others? Why do girls flourish in an all-girls environment? Why is PLC Armidale the school of choice for so many families in the New England region and beyond?

2018 marked another special anniversary at the College. In 1921, at the New England Presbytery Meeting, representatives from the Armidale Presbyterian Church, Rev HS Buntine, and GG McBean representing the congregation agreed that it was a "matter of vital urgency" that there be a Presbyterian secondary school. In 1938 this urgent matter was resolved when a group of local business people supported by members at St Paul's Presbyterian Church Armidale, purchased the Hilton House school owned at the time by Ms Althea Tendall. The school was renamed PLC Armidale, in accord with the other PLC's then owned by the Presbyterian Church in Albury, Croydon, Goulbourn, Orange, and Pymble.

Why? would a Church want to own a school? Or a group of Schools with a number of them schools for girls? Well the answer to that question is to be found in a book written in 1560 by Scottish Theologian, John Knox in which he provided an outline for the establishment of a national education scheme, encompassing schools, and universities. Knox's bold recommendations made it clear that the Church had a or moral obligation to educate children, in the teachings of the Bible and more broadly other areas of academic learning as well. The Scottish Presbyterians were ahead of their time in that they valued the education of girls and women, equal to that of boys and men.

Why? Is this conviction and commitment to education, and the education of girls important to us? Because this conviction and commitment of people in the past, and their willingness to stand by their convictions enables us to reflect upon, commemorate and celebrate the students and staff of PLC Armidale.

Why? Is this important. Because we so easily forget! An Annual Report serves to remind us of the events, occasions and celebrations of another year. Reminders of what we value at the College, our traditions and rituals - some colourful, others quirky! Reminders of connections forged within the College and others with the wider community. Reminders of the achievement of individuals, of groups, of teams, of ensembles, of cohorts and of collectives.

Our consecutive anniversary years have highlighted the privilege of belonging to be part of a school with a long history. Whilst it may be somewhat chequered at times, with a variety of owners, names and addresses, it has one thread of continuity – a commitment to the education of girls.

As 2018 drew to a close there was one final question to ask: **Why?** Would a man with a large and very busy medical practice take on a voluntary position on a College Council. **Why?** Would he then take on the demanding role as Chair of College Council and govern not one, but two established, reputable, Presbyterian Ladies' Colleges and steer them through each through times of change and challenge in a manner Dr Lim once described as befitting an air traffic controller.

Why? Because Dr Lim's Why? Was to serve, to give back, to thank the school in which his daughters, then he and his wife found an answer to the big question of **Why?** Why do we exist and what is our purpose in life? Summarised succinctly in the old Presbyterian Catechism...What is the chief end of man (women and child) ...To Glorify God and enjoy him forever. Thank you Dr Lim for your faithful service and genuine affection for PLC Armidale and all within her bounds.

PLC ARMIDALE FOUNDATION

Deborah Martin

Chair

The events, celebrations and pre-Christmas services that mark the end of another school year also mark an opportunity to reflect with gratitude on all the support that Foundation receives from the school community and donors. We are extremely appreciative of the difference each and every one of you makes to girls' education at PLC Armidale, and the part that you play in making PLC Armidale a leading regional independent school.

In general terms, there are enormous challenges to providing a quality education to students living outside urban centres in Australia. National research shows that educational outcomes are better for students living in the cities of Australia than for those in regional, rural and remote areas. Happily, and importantly, PLC Armidale students consistently buck this trend by achieving above-average results on a range of academic measures.

Foundation is committed to supporting more rural girls to access the opportunities that are available in the caring, yet intellectually challenging, PLC Armidale environment. We know, from talking with current and past parents, and current and past students, that PLC Armidale can and does make a difference to academic and life trajectories.

In 2018 Foundation donated over \$52,000 to scholarships and \$16,000 to building projects at the College. Foundation is dedicated to the goal of growing a sustainable funding source to help change the lives of rural girls. In growing its endowment, Foundation seeks to value and extend all donors' contributions in perpetuity, enabling future generations of students to be touched by the generosity of others. A scholarship or bursary can be truly life changing, while maintaining the beautiful built environment of PLC Armidale is also of high priority.

PLC Armidale Foundation Board is, like many not-for-profit Boards, reliant on the services of volunteers. We are so lucky to have a Board comprised of talented and committed professionals with a diversity of skills and expertise. There is no doubt in my mind that Boards function best when effort and passion are consciously combined with a variety of backgrounds, life experiences and opinions – complex issues require freshness of thinking and perspective.

Special thanks as always go to the College for its support of Foundation activities. Without its own administrative staff Foundation is especially grateful to Shona Eichorn and Rita Brissett for their contributions to Foundation marketing and financial administration.

I would like to close by once again thanking all those who have donated and supported Foundation as we look forward to an exciting and rewarding 2019. Planning is underway for Foundation's 20th anniversary in 2019, and we look forward to celebrating this special occasion with all of our supporters.

P&F REPORT

Dr Theresa Ruig-Smith and Mrs Kelly Smitham

P&F Co-Presidents

2018 has been another successful year for the P&F. We have enjoyed working with our Executive team – Megan Kliendienst as Treasurer and Kathryn Berry as Secretary who have provided great support. We have also enjoyed getting to know many of you as liaison parents. We thank you all for your generosity in donating your time and gathering support among your year groups to help make our activities a success. It is so pleasing to see the community come together to support the school. The P&F has undertaken a range of fundraising and community support events this year:

- Term 1 Trivia Night.
- Catering support at the swimming and athletics carnivals.
- Term 2 Pie Drive.
- Catering support for the Starry Night concert in term 3.
- We provided catering support and a financial contribution towards the Danni Miller “Raising Amazing Girls” event in term 3 which was a great community event.
- The High Tea and Turner’s fashion parade held in term 4.
- Approved approx. \$10,000 for the following wish list items: 5 marquees for the Development department, small hand held beaters for the Hospitality department, a portable sound system for Sports department, and a financial contribution for playground/garden equipment for the Junior school.

The P&F would like to thank one of our long term supporters – Hello World. Leigh McLennan who runs Hello World provided a generous donation to the P&F of over \$2700 based on funds raised from the 1% donated back from Hello world on all bookings made where PLC Armidale is mentioned at the time of booking. Leigh’s daughter formerly attended PLC Armidale.

We also wish to thank all of the following people who have supported us this year: Donna and Fred Keeping and Kim Taylor who generously assisted with canteen and catering for events; the School Administrative Staff, Shona Eichorn, Nicky Webster, Anna Caldwell, Fiona Wake and Nicola Taylor, and all our P&F liaison parents. We hope many of the liaison parents will continue in their roles for 2019.

The current P&F Executive is stepping down this year, so we would like to welcome the incoming representatives: David Dettwiler as President, Liz Cotterell as Treasurer, and Tracy Wright as Secretary. We wish them and the liaison parents all the best for 2019.

PLC ARMIDALE AND HILTON OLD GIRLS' UNION REPORT

Mrs Kathie Marquardt

President

As my first year as President of the PLC Armidale and Hilton Old Girls' Union (OGU) comes to a close, I welcome writing this report. It has been very enjoyable to reach out and connect with people that I haven't seen in a while and meet many for the first time. Whenever we step out of our comfort zone or take on a new challenge we always gain more than we give and so this has been the case with me over the last 12 months.

Throughout the year, the OGU has hosted a number of social events and assisted at various College activities, which provided the opportunity for Old Girls to re-connect and contribute.

In Term 3, we hosted a High Tea for the graduating Year 12 class, where we took the opportunity to also acknowledge Old Girl Robyn Bradley (nee Burton, 1975) on her recent OAM in recognition of her services to music through community ensembles. We also learnt that a school friend in the same year, Fiona Blyth, received an Australia Day Honour in January, 2018 for her significant service to medical research and education in the field of public health, pain management and ageing, and to health policy reform.

The OGU again sponsored the PLC Armidale Dux award which was presented at the Valedictory Day service, and as President, I also attended the Valedictory dinner, one of my favourite nights of the year. PLC Armidale acknowledges each and every Year 12 graduate in such a personal way that is both serious and light hearted. I always leave this dinner feeling so grateful that my daughters have had and continue to have the opportunity to attend this College.

We hosted the annual OGU Reunion weekend in Term 4, alongside the P&Fs bi-ennial High Tea. Shona Eichorn, Director of Development, again organised the *INSPIRE* event where four 20 year leavers volunteered their time to speak with current students from Years 9, 10 and 11. It was lovely to hear their stories and diversity of careers, and provides a wonderful way to start the weekend. The 5, 10, 20, 28 and 30 year leavers celebrated with dinners and lunches in various locations in Armidale.

The weekend concluded on Sunday morning with a church service at St Paul's Presbyterian Church followed by morning tea and the cutting of the OGU cake. Old Girl, Betty Joyce from Port Macquarie who left school in 1945 was bestowed the honour of cutting the cake.

In conclusion, I would like to thank the 2018 OGU Committee Treasurer Kate Woodland-Smith, Steph Belson and Sonia Broun as joint Secretaries, and Past President and current Vice President, Kylie Alcorn, along with Old Girl, Lucy Donaldson for her continual involvement and interest in the OGU. Our Patron Judy Lewis continues to be involved and it is wonderful to have her support and interest in her old school. I also wish to thank Shona Eichorn and Nicky Webster from the College who are always available to assist and advise. Events and the annual reunion weekend would not happen without them.

I look forward to another year as President and have many things planned. I hope the OGU can **engage, inspire, connect** with past and present students, and continue to give back.

2018 HEAD PREFECT

Chloe Stier

2018 has been a jam packed year full of many achievements. I know I have said it before but there is just something about PLC girls. It is something that is hard to describe and difficult to put into words. Our values, our perseverance, courage, kindness and generosity. It is through these things that PLC girls are able to participate and excel in many different areas at PLC.

Perseverance is always a tough quality to maintain in the face of adversity. I can safely say that I know PLC girls have this quality. PLC girls have the strong desire to be a part of this culture, to try hard and succeed where possible.

From my very limited experience in life out of school, I've begun to understand that life isn't just wins or losses. It's about putting yourself out there, taking a chance and just having a good go at anything whether it be trying a new sport, putting your hand up for the SRC or performing in new areas of performing arts. Perseverance is not just solely about trying as you all know. It's also about picking yourself up and trying again and again when things don't go the way you hoped. It's about the continual desire to improve or participate. When I think of activities offered at PLC which require perseverance I think of every girl who participates in the eisteddfod, the athletics carnival, swimming carnival and cross country. These are just a handful of activities that I can confidently say PLC girls have been involved in. Even though these events don't always tickle everybody's fancy, PLC girls give it a go. It is with this attitude you possess not only benefits you and shapes your reputation but it also encourages younger girls who look up to you to never be afraid to try.

With perseverance comes courage. PLC girls have for many years and continue to challenge themselves with The Brain Bee challenge, the gruelling Duke of Edinburgh program, the 111 km Hawkesbury Canoe classic and the amazingly beautiful Gondwana choir. These are all events many of you have participated in or will have the chance to do so in the near future. These events require us to step out of our comfort zone, for some a long way out of our comfort zone! These are just a few events at PLC which allow us to exert a bit of 'girl power', and there is nothing like it. Seeing the finish line, reaching the top of Mount Warning and seeing the sun rise, completing your HSC, completing that last Eisteddfod piece, knowing that you have given your all and that you have made it. You all have been brave enough to put yourself forward for things in your life I guarantee it, whether it was one of these events or something different. Now that's some girl power.

Kindness and generosity are also both traits manifested in PLC girls. Without blinking an eye PLC girls visit the nursing homes in town, assist at local second hand shops, sew goodies for those less fortunate and you help the younger PLC girls through coaching not only swimming but a variety of sports. You are the girls walking the PLC hall ways, saying a bubbly hello to other girls, no matter their age compared to yours, to teachers and to visitors. PLC girls are the ones who'll do those extra 10 burpees with a friend who is a bit slower at morning fitness with Sue, you are the girls who'll teach the junior school girls that dance for guild drama even though all they want to do is Christmas colouring in and you are the girls helping friends who are confused in class. As Charles Dicken's says "a little goes a long way."

I could say that PLC makes you girls the girls you are in some ways, but to be truthful it is the other way around. Whilst PLC may have beautiful gardens and many sporting, performing arts and academic opportunities it is you girls who create the kind, welcoming and encouraging environment at PLC Armidale

As another year at PLC comes to a close, and we part ways, some of us for a couple of months, some of us, for a lot longer, I would like to thank you all for a fabulous year. It has been such a privilege being your Head Prefect for 2018, and I hope Lucy and Sarah have just as wonderful a time as Kenzie and I did.

Today we celebrate your qualities and there is no quote that suits the speech more than a quote I mentioned in my very first speech at the Valedictory in 2017.

*A woman is like a tea bag - you can't tell how strong **she** is until you put her in hot water.*

YEAR 12 LEADERS 2017/2018

HEAD PREFECT	Chloe Stier
DEPUTY HEAD PREFECT	Mackenzie Wood
SPORTS PREFECT	Sarah Askey
CREATIVE ARTS PREFECT	Lucy Quast

GUILD CAPTAINS

Forrest	Gabriella Parsons
Gregory	Darcy Campbell
Macquarie	Allastassia Carter
Wentworth	Amber Whibley

BOARDING HOUSE CAPTAIN

Molly Trindall

SPIRITUAL LEADERS

Mackenzie Wood

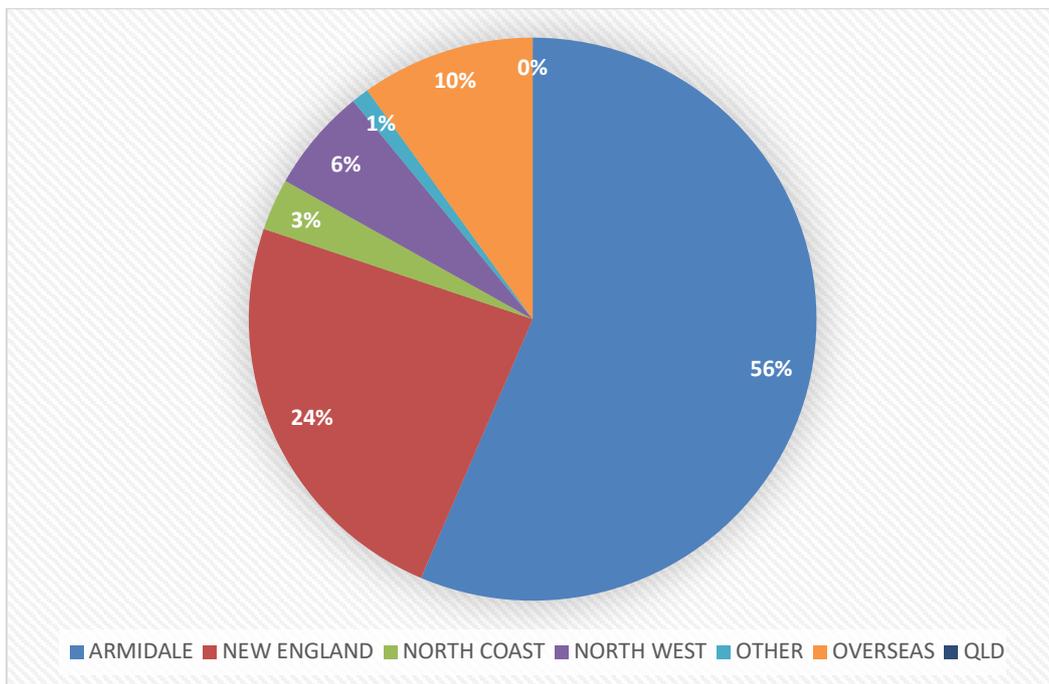
Lucy Quast

THEME 2: CONTEXTUAL INFORMATION ABOUT THE SCHOOL AND CHARACTERISTICS OF THE STUDENT BODY

This information is found on the My School website: <http://www.myschool.edu.au>.

Characteristics of the Student Body

PLC Armidale has students from many varied backgrounds. 56% of students come from the Armidale area, 24% from the New England region, 6% from the North West region NSW, 3% from the North Coast NSW and 10% from Overseas. In 2018 Queensland and Other areas were lower than 1%.



THEME 3: STUDENT OUTCOMES IN STANDARDISED NATIONAL LITERACY AND NUMERACY TESTING

NAPLAN

In the National Assessment Program the results across the Years 3, 5, 7 and 9 literacy and numeracy assessments are reported in a number of formats and more information can be accessed on the My School website <https://www.myschool.edu.au/>.

BENCHMARK DATA

Reading 2018			
Year	Average Score (College)	Average Score (Statistically Similar Schools)	Average Score (All Australian Schools)
3	460	462	434
5	526	537	509
7	594	566	542
9	638	603	584

Writing 2018			
Year	Average Score (College)	Average Score (Statistically Similar Schools)	Average Score All Australian Schools)
3	442	432	407
5	484	488	465
7	570	528	505
9	579	571	542

Spelling 2018			
Year	Average Score (College)	Average Score (Statistically Similar Schools)	Average Score All Australian Schools)
3	452	442	418
5	517	523	502
7	580	561	545
9	631	597	583

Grammar and Punctuation 2018			
Year	Average Score (College)	Average Score (Statistically Similar Schools)	Average Score All Australian Schools)
3	456	462	432
5	545	534	504
7	589	568	544
9	614	599	581

Numeracy 2018			
Year	Average Score (College)	Average Score (Statistically Similar Schools)	Average Score All Australian Schools)
3	407	434	408
5	511	522	494
7	562	569	548
9	619	613	596

THEME 4: SENIOR SECONDARY OUTCOMES (STUDENT ACHIEVEMENT)

Record of School Achievement (ROSA)

The RoSA is a cumulative credential. It is for Year 10, 11 and 12 students leaving prior to the Higher School Certificate.

Stage 5

This year 25 students completed the stage 5 component of their Record of School Achievement. Each student was provided with a grade ranging from A – E for each NSW board developed course studied at the school. Subject teachers awarded the grades, which were based on the course performance descriptors.

Preliminary

This year 39 students completed their Preliminary qualification. Students were provided a grade from A-E for each NSW board developed course and board endorsed course studied at the school. Subject teachers awarded A-E grades according to the Common Grade Scale.

Higher School Certificate

In 2018, 22 students completed their Year 12 program and all qualified for their Higher School Certificate.

- 30% of the cohort achieved at least one Band 6
- 30% of the cohort achieved at least one Band 5.

This table is a more comprehensive look at the 2018 results compared to the state averages for the corresponding bands. As you can see PLC Armidale's performance is stronger.

Subject	PLC Armidale students achieving in these bands (%)	Students in State achieving in the same band (%)
Ancient History Bands 5 & 6	75	35
Biology Band 6	18	9
Chemistry Bands 5 & 6	100	42
Mathematics Bands 5 & 6	75	52
Mathematics Extension 1 Bands E4 & E3	100	80
Modern History Band 6 Bands 5 & 6	20 100	10 42
History Extension	100	24
Music 2 Band E4	100	42
Music Extension Bands E4	100	67
Physics Bands 5 & 6	100	34
Visual Arts Band 6 Bands 5 & 6	25 75	12 53

*Please note that the results presented in this table only include results where all students were taught at PLC Armidale.

In 2018 100% of students in Year 12 completed the Higher School Certificate

1 student participated in and completed TVET courses.

Year 12	Qualification/Certificate	Percentage of Students
2018	HSC	100%
	Certificate II in Hospitality	100%

THEME 5: TEACHER PROFESSIONAL LEARNING, ACCREDITATION AND QUALIFICATIONS

Professional Learning

All teaching staff participated in a range of professional learning programs. Six staff days and eight after school meetings were set aside for this purpose as well as staff being released from that included the following

- Creating Safer Schools
- Child Protection
- AIS School Improvement Service
- Data Analysis
- Google Training
- Planning by Design
- Working Memory & Cognitive Load
- Enlighten Education
- Solution Fluency (Project Based Learning)

As well as this, staff also attended specialist area professional development courses run by the Association of Independent Schools and other organisations. These have been categorised according to the various teams within the school.

Professional Learning Activity	Number of Staff Participating
Junior School	8
Humanities	14
STEAM	11
Pastoral Care	11
Support & Operational Staff	23
Executive	6

Category		Number of Teachers
(i)	Teachers having teacher education qualifications from a higher education institution within Australia or as recognised within the National Office of Overseas Skills Recognition (AEI-NOOSR) guidelines	38
(ii)	Teachers having a bachelor degree from a higher education institution within Australia or one recognised within the AEI-NOOSR guidelines but lack formal teacher education qualifications	0
(iii)	Teachers who do not have either teaching qualifications or a degree.	0
Teacher Accreditation Status		
	Conditional	0
	Proficient	30
	Provisional	8

This information is available on the My School website: <http://www.myschool.edu.au>.

THEME 6: WORKFORCE COMPOSITION

According to the 2018 Census, the school's workforce composition was:

School Staff 2018	
Teaching Staff	38
Full-Time Equivalent Teaching Staff	31.2
Non-Teaching Staff	23
Full-Time Equivalent Non-Teaching Staff	17.5

PLC Armidale did not have any staff members who identified as Aboriginal and/or Torres Strait Islander in 2018.

This information is available on the My School website: <http://www.myschool.edu.au>.

THEME 7: STUDENT ATTENDANCE AND RETENTION RATES AND POST-SCHOOL DESTINATIONS IN SECONDARY SCHOOLS

YEAR	ATTENDANCE
Kindergarten	93.90%
Year 01	90.10%
Year 02	93.00%
Year 03	93.70%
Year 04	92.00%
Year 05	93.10%
Year 06	94.60%
Year 07	94.60%
Year 08	94.60%
Year 09	95.00%
Year 10	93.10%
Year 11	92.40%
Year 12	94.10%
Whole School	93.44%

Student Attendance: Average attendance rate per day was 96.1%. This showed a continued improvement from previous years.

Unexplained absences and managing non-attendance

Daily absences are noted by teachers and forwarded to the Senior School or Junior School Receptionists. The receptionists will attempt to phone the parent or carer, and send an email if they cannot get in contact.

Parents are requested to verify absences, including providing Medical Certificates for repeated absences.

Retention of Year 10 to Year 12

73% or 19 of the 2016 Year 10 cohort completed Year 12 in 2018. 7 Students left between year 10 and Year 12. The variation reflected students relocating out of the area of enrolling in other schools.

Post School Destinations

School leavers from 2018 have received offers for courses of tertiary studies from universities or tertiary facilities in New South Wales, ACT, Queensland and Victoria. More than 98% of the cohort is known to have received offers from tertiary institutions and the figure may be higher. One third of the cohort (approximately) has delayed the start of their tertiary studies, choosing to take a GAP year, with some travelling and working overseas, some staying locally. These students have expressed the intention of eventually taking up deferred offers for tertiary courses either in 2019.

The number of students choosing to study at regional universities is slowly increasing, with the most common reason for the choice being the high cost of living in capital cities, especially Sydney, distance from family and increased course flexibility.

Early entry opportunities were sought by a growing number of the cohort and as far as can be ascertained, all applicants were successful in being offered their first or second choice. Some took up these offers; a majority found they had more favourable offers when the UAC placements were finalised.

THEME 8: ENROLMENT POLICIES

2018 PLC Armidale Enrolment Policy and Procedure

Conditions of Enrolment and Withdrawal

In enrolling a student at Presbyterian Ladies' College Armidale the parent(s) or guardian(s) accepts and agrees to be bound by these Conditions of Enrolment, jointly and severally and acknowledges liability for all fees and charges.

- 1 Once a student is in attendance at PLC Armidale at least one term's notice of withdrawal must be given in writing to the Principal. Such notice must be given no later than the first day of the school term at the end of which the notice expires. In default of such notice an amount equal to one term's fees (tuition and/or boarding) of the full annual fee will be charged (*any fee discounts do not apply and will not be deducted*). If a student is to change status from boarding to day student the same notice applies or an amount equal to one term of the annual boarding fee will normally be charged.
- 2 Annual fees are charged in three equal instalments at the beginning of Terms 1, 2 and 3 with interim accounts sent out at the end of terms 3 and 4. Payment options are cheque, cash, BPay, direct deposit, credit card (MasterCard, Visa or American Express) and Direct Debit Scheme. Payments made by credit card will attract a 1% surcharge (not applicable to building/scholarship fund donations). In the event of financial difficulty, special arrangements may be applied for. Early notification of problems will assist in preventing debt collection action. Please contact the Accounts Department to discuss payment plan options.
- 3 The school is authorised to charge to accounts items (but not limited to) such as photocopying, uniform expenses, excursion costs, sporting costs, textbook levies, technology fees and medical expenses (overseas students only).
- 4 A \$50 Administration Fee may be charged on accounts not paid in full by the due date of the account unless an authorised payment plan has been approved.
- 5 Each family will be charged \$100 Life Membership of the PLC P&F Association. The P&F Association supports the school in the vital role of fundraising for resources and facilities needed by the school.
- 6 I/We understand that payment of my/our account is my/our responsibility, jointly and severally. Should my/our account be placed in the hands of debt recovery consultants, then I/we hereby agree to pay all expenses relating to the recovery of my/our account and any default debt may be reported to a credit reporting agency.
- 7 Respecting and caring for others are Christian values foundational to PLC Armidale. In accepting enrolment, girls and parents acknowledge their intention to follow the policies of the college.
- 8 It is an expectation of PLC Armidale that all students will participate in the Christian activities provided in the school.

- 9 In case of the need for urgent medical or hospital treatment for a student and if parents or guardians are not readily contactable, a member of the school staff is authorised to give authority for such treatment without the school or staff member incurring any legal liability to the parent, guardian or student. In this regard, the parent or guardian indemnifies the staff, the school management and the Trustees against any claims which might arise as a result of such treatment.
- 10 The Principal reserves the right to suspend or terminate an enrolment. No remission of fees will be made in the case of suspension or removal of a student for unacceptable conduct or failure to pay fees.
- 11 These conditions of enrolment together with the general policies of the school as outlined in the current Information Booklets constitute the terms of the contract between the parents and/or guardians of the student/s and PLC Armidale.

2018 Enrolment Procedure - Australian Citizens

Initial Enquiry

The first approach from parents to enrol their children is usually made by telephone enquiry or email. This is responded to as follows:

- Recording of enquiry particulars on an Enquiry Form, which is then transferred onto the Edumate Database under New Enquiry.
- A prospectus is forwarded to the parent / guardian.
- The Enrolments Manager then schedules the enquiry for follow-up.

Enrolment Guidelines

A registration form is to be fully completed and lodged with a registration fee prior to consideration for enrolment.

Following registration, an interview with parents and the student will be conducted by the Principal (or delegate).

During the interview, the Principal (or delegate) will discuss the financial commitments that are generally required to enrol a student at the College. This will also be re-enforced in documentation that is attached with the "Conditions of Enrolment" form.

When a student transfers from another independent school, a payment history of the parents / guardians at that school will be obtained by Presbyterian Ladies College Armidale unless waived by the Principal.

Upon completion of this process, a formal offer is made. New student enrolment forms should then be completed in conjunction with the appropriate medical forms.

Acceptance of Enrolment

The enrolment of a student is formally accepted when:

When the student has presented herself for an interview and all relevant enrolment documentation is completed in full, signed by all parents / guardians and returned to the Enrolments Manager. These forms include:

- Registration Form
- Enrolment Form (including "Conditions of Enrolment").
- Medical Form

An enrolment fee is lodged and receipted by the College.

All additional documentation that is relevant to the enrolment of the student is provided and once all items listed above have been satisfactorily completed and all information on the forms have been provided, the Principal will acknowledge the acceptance of the enrolment by sending a letter of enrolment confirmation to the parents / guardians.

2018 Enrolment Procedure - International Citizens

If not residing in the PLC Armidale boarding house, international students must have a guardian to represent them. The guardian must be:

- Over 25 years' old
- Able to communicate effectively with the College in English
- Appointed by the parents (or agent)
- Resident in New South Wales
- Willing and able to care for the student at home in a period of ill health
- First point of contact in emergencies and when problems arise

Please note: For students educated overseas, results of an Assessment of English Competence (AEAS test report) must be submitted with their application.

Overseas Agents

Some parents of overseas students prefer to use an agent to represent them, who speaks their own language and is familiar with enrolment procedures in Australia.

Enrolment Documents - International Student Registration

The first step in the enrolment process is to submit an International Registration Form with the relevant documentation (AEAS Test report) and pay a non-refundable application fee. Applications may be emailed or posted to the Enrolments Manager.

Once the registration form and fee have been received and processed, the family will be notified that their daughter has been placed on a wait list for the year requested.

Interview and Confirmation of Enrolment

The family will then be invited to attend an interview with the Principal (this may be via Skype). After the interview, the student may be offered a place, conditional upon the provision of the following supporting documentation:

- Current Passport
- Visa
- Birth Certificate
- Immunisation Certificate
- Past student Reports
- PLC Registration Form
- PLC Enrolment Form
- PLC Medical Information Form

Families are then required to pay a non-refundable Enrolment Fee to secure a place at PLC Armidale.

Once all items listed above have been satisfactorily completed and all information on the forms have been provided, the Principal will acknowledge the acceptance of the enrolment by sending a letter of enrolment confirmation to the parents / guardians.

THEME 9: OTHER SCHOOL POLICIES

Policies are available by contacting the office of the Principal's by phone, 02 6770 1700, or principal@plcarmidale.nsw.edu.au

Student Welfare / Anti-Bullying

The full text of our student welfare policy and code of conduct (anti-bullying and student discipline) is available in the student diary, a copy of which can be obtained from the school office. The staff code of conduct is published in the staff handbook and is also available from the College.

Student Discipline

The student discipline policy of the College is based upon principles of natural justice and procedural fairness. Students have a right to be heard when an allegation is made against them and always have the right to be treated with respect and dignity. A full copy of this policy and suspension procedures is available from the College. Parents are involved in the processes of procedural fairness when sanctions may result in suspension and expulsion of a student. Disciplinary actions do not include exclusion.

The College expressly prohibits corporal punishment and does not explicitly or implicitly sanction the administering of corporal punishment by non-school persons, including parents, to enforce discipline at the school. All behavioural management actions are based on principles of procedural fairness and work towards restorative justice.

Reporting Complaints and Resolving Grievances

PLC Armidale is committed to providing a safe and supportive environment for all students, staff and members of the PLC Armidale community. Parents, students and staff have a right to raise concerns and have them addressed in a timely manner by an appropriate member of staff. In the first instance, complaints should be addressed to the class teacher, Year Patron or relevant head of section according to the nature of the complaint. Complaints will be handled objectively and with sensitivity. PLC Armidale is committed to settling complaints of any nature in a timely manner, using procedural fairness and respect for all.

THEME 10: SCHOOL DETERMINED PRIORITY AREAS FOR IMPROVEMENT

Achievement of priorities identified in the 2017 Annual Report to be achieved in 2018

Goal Areas	2017 Identified Priorities	2018 Achievements
Teaching & Learning	<ul style="list-style-type: none"> ○ Implementation of the Learning Journey@PLC Armidale ○ Participation in AIS NSW School Improvement Program with a whole school focus on Data Analytics ○ Trialling of a cross faculty Integrated Learning Project in Stage 4 ○ Introduction to new courses in Stage 5 and Stage 6 	<p>This was begun with a focus on data capture and analytics using the RAP Package to look at HSC performance and NAPLAN using the SMART package</p> <p>Two consultants from AIS NSW were appointed to work with the college as facilitators for the School Improvement Service program.</p> <p>Initial focus will be support in determining the school wide focus areas aligned with the Learning Journey@PLC Armidale</p> <p>A pilot program integrating Mathematics, Science, HSIE and English to research, design and build a model eco-sustainable house within a set of given parameters</p> <p>Stage 5 Agriculture was introduced Stage 6 Agriculture, Economics, Society & Culture and Studies of Religion courses were introduced</p>

	<ul style="list-style-type: none"> ○ Development of a range of personalized learning programs to meet identified student needs 	The process for developing a collaborative Individual Education Plan was reviewed and improved taking into account information provided in specialist reports
	<ul style="list-style-type: none"> ○ Expansion of student competition experiences 	<p>Students participated in the Shakespeare festival at both Regional and State Level</p> <p>Year 6 and Year 7 all took part in the ICAS Digital Competencies program</p> <p>The college hosted a regional Chess competition featuring teams from a range of schools</p>
Staff Development	<ul style="list-style-type: none"> ○ Employment of additional specialist staff to work with students and staff across the college 	<p>Staff joined the college in the following capacity...</p> <ul style="list-style-type: none"> ○ Consultant Psychologist ○ Information Literacy Specialist ○ Learning Support and Enrichment

Goal Areas	2017 Identified Priorities	2018 Achievements
Sustainable Business Planning	<ul style="list-style-type: none"> ○ Painting of the Senior School area ○ Renovating Reception Area in the Administration Building ○ Creation of a Reception Area in the Senior School ○ Renovation of Hilton Boarding House ○ Reroofing buildings in the Junior School and Senior School 	<p>These projects were each completed as part of the regular maintenance and upgrade schedule</p> <p>The focus was on improving the functionality of under-utilised areas as well as to refurbish tired areas of the college as part of a school improvement focus</p>
	<ul style="list-style-type: none"> ○ Restructuring Uniform Shop Management 	Alinta Apparel have taken over both the manufacturing of a majority of the uniform items as well as managing and servicing the Uniform Shop

	<ul style="list-style-type: none"> ○ Alignment of IT Infrastructure with PLC Sydney ○ Introduction of PLC Connect I ○ Implementation of Google Apps for Education 	<p>The physical and virtual servers at PLC Armidale were decommissioned and replaced by a shared data storage facility in Sydney. This also provided an ongoing managed service agreement.</p> <p>The implementation of the CONNECT app for PLC Armidale was deferred until 2019 due to issues merging the Active Directory with the Edumate Data base.</p> <p>The implementation of Google Apps consisted on the setting up of Team Drives, training in Google Docs, Sheets and Forms</p>
<p>Christian Values & Pastoral Care</p>	<ul style="list-style-type: none"> ○ Expanding Chaplaincy Services ○ Establishment of a Pastoral Care Leadership Structure 	<p>An additional Chaplain was appointed 0.2fte to support the work being done in the Junior School</p> <p>A Senior School Pastoral Care Leadership team was formed consisting of the Head of Senior School, the Chaplain, Pastoral Care Coordinator, Head of Boarding , College Nurse and Psychologist</p>

2019 Targets

Continued implementation of 2020 Strategic Document under four key focus areas

Teaching & Learning

- Continued Implementation of the Learning Journey @PLC Armidale with a focus on Quality Programming, Writing across year levels and key learning areas, Questioning Strategies to promote Creative & Critical Thinking
- Continuation in AIS NSW School Improvement Program with a whole school focus on Data Analytics
- Continuation of a cross faculty Integrated Learning Project in Stage 4 including different subject areas
- Introduction of a stage session in the Junior School to facilitate an Inquiry based learning project
- Introduction of Mock Trial and expansion of academic competition opportunities
- Introduction of flexible elective patterns of study in Stage 5
- Improvement of the Self-Directed Learning Modules in Stage 6

Staff Development

- Restructure of the Academic Leadership to include a Head of Teaching & Learning (PK-12)
- Creation of an Academic Operations position to improve systems and processes
- Creation of Learning Teams for implementation of the Learning Journey focus areas
- Google Educator Level One training
- Pastoral Care training for Year Patrons & Year Specialists in the Senior School
- Introduction of a Communications Manager role

Sustainable Business Planning

- Replacement of existing lights with LED globes
- Restructuring Uniform Shop Management
- Renovation of Hilton Boarding House
- Introduction of Edumate 5.2 and alignment of digital applications
- Introduction of CONNECT (Carried forward from 2018)
- Introduction of an Intranet for efficient storage of documentation
- Expansion of PLC Pathways to create a second campus located at Scots All Saints College Campus
- Improvement of digital marketing and expansion of social media profile

Christian Values and Pastoral Care

- Expanding Chaplaincy Services
- Introduction of the Rite Journey for Stage 5 students
- Combined Colleges Drought Relief Concert

THEME 11: INITIATIVES PROMOTING RESPECT AND RESPONSIBILITY

Social Service

At PLC Armidale, the commitment to social service is highly regarded and is an integral element of school life. Year groups focus on projects such as assembling boxes of gifts for Operation Christmas Child, working in local opportunity shops, assembling birthing kits for third world countries, knitting blankets for 'wrapped with love', visiting nursing homes and retirement villages on a regular basis, donating blood through Red Cross and participating in the annual pilgrimage to Fiji in support of St Christopher's Home in Nakasi.

Whole school initiatives include fundraising for various charities, including supporting our foster child in Pakistan and our sponsor child at The School of St.Jude, Tanzania. There are annual service learning trips to Fiji, Thailand and Vietnam. Other whole school fundraising events include the Cancer Council's Australia's Biggest Morning Tea, Beyond Blue initiatives and Initiatives to support Women's Education.

The program 'PLC Serving the Community' involves all students in Years 6 to 10 in various community service projects in the Armidale community. This takes place in the morning session of Activities Week at the end of Term 4.

Peer Support

The Peer Support Program is run throughout both the Junior and Senior schools. Year 6 participate in Peer Support Leader Training and then they initiate three sessions with their Guilds in the Junior School. The Junior School leaders run 'Guild Gathering' days in Terms 2 and 3. The Year 6 leaders also take a leadership role in SRC/Action Group initiatives throughout the year.

All Year 10 students participate in a one-day leadership program and are invited to apply for the position of a Peer Support leader in Year 11. The students selected become mentors to a group of Year 7 students and accompany all Year 7 to Friendship Camp early in the year. This provides an opportunity to develop strong bonds of friendship and support, which continue throughout the year.

Once a month the Senior School meets in their Guilds and the Year 12 Guild Leaders take their Guild through Peer Support Program activities and initiatives. The Year 11 students will take over from the Year 12 students in running these sessions, which will assist with their leadership development prior to prefect elections.

Student Representative Council (SRC)

Students from Year 6 to Year 12 are members of the SRC. Nominations are called, the students nominated present a manifesto and a speech to their peers and voting simulates a formal election with ballot boxes and a preferential system of counting votes.

There is a similar Junior School SRC in which students from Kindergarten to Year 6 participate.

Members of the SRC meet regularly to discuss any proposals, which are then presented to the class groups. The SRC is active in fundraising around the school, and many projects in the school and the community are funded from monies raised.

In the Junior School, the SRC takes on 4 initiatives a year from a school, global, national and a local focus.

Pastoral Care

Each Year group forms a Pastoral Care class. All pastoral care classes meet each Tuesday, Wednesday and Thursday for 20 minutes to discuss pastoral, academic, discipline, World News and other issues that may affect a particular class, year group or the whole school. Each Year group works through a sequential Pastoral Care program, called 'Flourish', which is embedded with Positive Psychology, Christian Values Education and the College's core values of Humility, Integrity, Respect and Self Discipline.

The Flourish Program also includes the importance of having respect for themselves and all others and the importance of taking responsibility for their actions. The program develops a student's sense of self, sense of belonging and builds self-esteem and resilience, and focuses on the importance of relationships and respect. Students also participate in various National initiatives including Naidoc Week, Reconciliation Week, Harmony Day, Happiness Day and Bullying No Way Anti Bullying Week.

As part of our Flourish Program we welcome a number of guest speakers who present to the students and to our parents and the wider community. This year we welcomed Kate Fitzsimons who spoke to Years 11 & 12 and Danielle Miller, Enlighten Education, who presented to Years 9 & 10 and also ran a Parent Forum. Years 7 & 8 had several local guest presenters at their three-day Self Esteem Workshop.

Leadership

Throughout the school, students have the opportunity to take on positions of responsibility. In the Junior School there are class monitors for various activities including sport and library and the Year 6 students take on the positions of Guild Leaders and leaders of the Junior School SRC and a Year 6 Junior School Captain position.

In the Senior School each year group undergoes leadership training that is relevant to their stage and development. Year 10 participate in Peer Support Leadership training, Year 11 participate in Leadership training in preparation for the transition to Year 12 and Year 12 participate in a one-day Leadership Training day and then the elected prefect body have further leadership training to assist them with their specific roles. Ongoing leadership training for every year group is done through the Pastoral Care Program.

Prefects and other school leaders

At the beginning of Year 11, all students are made aware of the criteria for eligibility for prefect nomination regarding behaviour and participation in compulsory school events. Prefect elections are held in Week 7 of Term 3. This follows several weeks of leadership preparation in pastoral care sessions, which includes the discussion of the job description of each prefect position. The election process involves students being nominated, preparing a manifesto and giving a speech to the whole school. A panel including the Principal and members of the Executive interview the nominees for the positions of Head Prefect and Deputy Head Prefect. These positions are then decided on by the number of votes, as well as the interview. The other positions are decided on votes.

The Head Prefect and Deputy Head Prefect become the President and Secretary of the Student Representative Council as well as leading the prefect body. The prefects have particular portfolios such as Creative Arts, Sport and the Guilds. The Guild Prefects are supported by Deputy Guild Prefects.

Spiritual leaders provide Christian leadership within the school and are appointed on the basis of interviews conducted by the Principal and the Chaplain. Other appointed leaders are the captains of

various sporting and musical groups. These appointments are made by the Sports and Music Directors and are based on students' participation and involvement throughout the year as well as their demonstration of leadership potential.

Inter School Exchanges

Students in Years 8, 9 and 10 have the opportunity to participate in our Exchange Program. This year saw our Year 8 students going to PLC Melbourne. Students in Year 9 went to Columba College, Dunedin, New Zealand and students in Year 10 went to St. Andrews College, Christchurch, New Zealand.

Another exchange opportunity exists within the Language Curriculum. Students in Year 10 go on a NACEL extended exchange with colleges in France and Germany, immersing themselves in another culture and language.

Students apply and are interviewed for the exchange experience opportunity. This opportunity allows them to experience a new educational setting, make new friends, live with other families and appreciate wider cultural backgrounds and beliefs.

THEME 12: PARENT, STUDENT AND TEACHER SATISFACTION

Satisfaction with the College has been evidenced through a steady increase in student enrolments, positive word of mouth recommendations as well as indirect feedback provided by parents, student and teachers.

Feedback has been encouraged through the Comments, Complaints and Compliments section of the College Website along with anecdotal feedback. Staff retention remains a stable factor of the College with the revised Executive Structure.

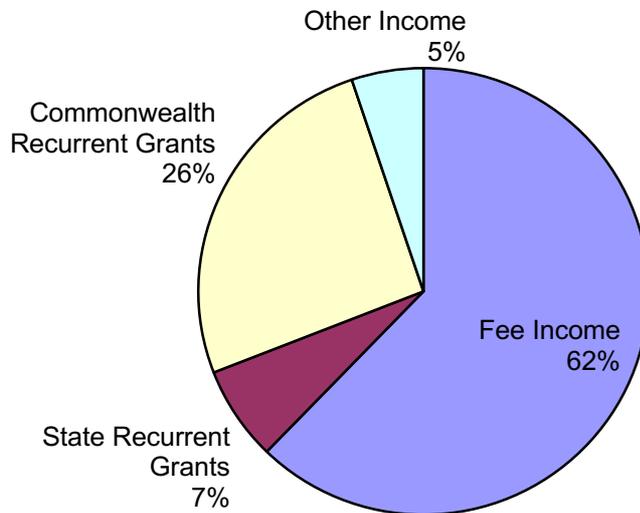
The newly created Professional Learning Teams provided a forum for staff to contribute positively and proactively towards improvement across a range of domains within the College.

The restructure and creation of the Senior School Academic Leadership team enabled staff a team to work within and also provided parents a simplified way of seeking information and clarification about academic matters in the Senior School.

The College sought to facilitate communication and feedback from parents, students and staff through Information Evenings, parent/teacher interviews, regular meetings and events held throughout the year. Small class sizes, teacher and executive availability to meet with parents meant that issues raised were able to be dealt promptly and effectively.

THEME 13: SUMMARY FINANCIAL INFORMATION

Income



Expenditure

