



# 2023

## ANNUAL SCHOOL REPORT



### St Leo's Catholic College

16 Woolcott Avenue, WAHROONGA 2076

Principal: Mr Anthony Gleeson

Web: [www.stleosdbb.catholic.edu.au](http://www.stleosdbb.catholic.edu.au)

## About this report

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St Leo's Catholic College (the 'College') is registered by the NSW Education Standards Authority (NESA) and managed by Catholic Schools Broken Bay (CSBB). CSBB as the 'approved authority' for the diocesan registration system formed under Section 39 of the NSW Education Act (1990), is responsible for monitoring the compliance of member schools in the manner that has been approved by the Minister of Education.

The Annual School Report (the 'Report') demonstrates accountability to regulatory bodies and CSBB. Additionally, the Report complements and is supplementary to other forms of regular communication to the College community regarding initiatives, activities and programs which support the learning and wellbeing of its students.

The Report provides parents and the wider community with fair, reliable and objective information about educational and financial performance measures as well as College and system policies. This information includes summary contextual data, an overview of student performance in state and national assessments, a description of the achievement of priorities in the previous year and areas for improvement. Detailed information about the College's improvement journey is documented at local school level and is developed, implemented and evaluated in consultation with key stakeholders.

Further information about the contents of this Report may be obtained by contacting the College directly or by visiting the College's website. Information can also be obtained from the [My School website](#).

## Message from key groups in our community

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### Principal's Message

St Leo's Catholic College, Wahroonga is a vibrant, enthusiastic Catholic learning community, part of the Catholic Schools Broken Bay System providing a high-quality Catholic education, delivered with care and compassion.

With Christ as our light, our students, staff and families engage with the wider community as we strive to form confident, competent, Catholic valued young women and men of conscience, nourished within a loving, inclusive and welcoming community of grace.

The College promotes an academic culture of continual learning and improvement that celebrates the success of every student and provides a wide range of opportunities for every student to grow and achieve physically, emotionally, socially, spiritually and in mental health.

2023 saw the collaborative formation of our new College Strategic Learning Plan for the next vital segment of delivering our authentic Catholic Education. This was based on the school Evaluation conducted in Term IV of 2022.

Two opportunities were identified for St Leo's:

- Embedding high expectations for enabling success in learning for all
- Ensuring growth for all (staff, students, leaders)

This enables us to:

- Create a collaborative culture of high expectations for learning success
- Build a sustainable community of learning for continuous improvement

This Annual School Report is the narrative of these opportunities for 2023.

### Parent Body Message

St Leo's is fostering parent engagement at the College. The College recognises and acknowledges the three-way partnership it takes to develop a student through secondary education. To strengthen the link between the College and the parents, the cyclical model of the Parents in Partnership (PIP) has been reinforced with a working party. The working party constitutes a small core group of parents across the year levels who raise issues on behalf of the wider school community. The College employed a Parent Engagement Coordinator (PEC) to assist in fostering the relationship between school and home.

The popular community tutoring program is up and running again after a long hiatus during Covid. The College also hosts a coffee cart once a term, a casual get together with the leadership team on the College grounds. The College also holds liturgies for Mothers and Father's Day. The College Open Day and Careers Expo are open to all.

Mentor teachers/Year Leaders reach out with a zoom session at the beginning of the year as a means of introduction and briefing for the year. Student/parent/teacher conferences are conducted and zoom sessions were set up for various year level discussions such as subject selection, Duke of Edinburgh etc.

The communication at St Leo's is of high quality and delivered through two main forms: emails and Compass. Notifications and reminders are conveyed regularly. In addition, the Lion Roars which is the fortnightly newsletter, is very informative and comprehensive.

### **Student Body Message**

Once again in 2023, St Leo's provided students with many opportunities to work towards the school mission of forming 'confident, competent, catholic-valued young men and women of conscience', through participation in faith-nurturing activities such as the Rosary, the Youth Alpha program, and Mass; all of which allow students to grow in faith with the support of the school community. Furthermore, the student-led nature of these activities provides valuable opportunities for development of leadership and communication skills, proving highly effective in allowing students to grow in a holistic manner.

St Leo's has continued to encourage students to engage with the numerous available leadership programs, such as the student representative council and the student leadership team. Students who have been involved in these opportunities have developed skills such as collaboration and creativity, whilst being equipped with the confidence to work alongside members of the College Leadership Team. This has been with the aim of promoting stronger relationships between students and staff, ensuring that the voices and opinions of students continue to be heard.

We would like to thank St Leo's for another successful year, both for the Graduating Class of 2023 and the entire student body.

## School Features

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St Leo's is a Catholic comprehensive, co-educational College located on six hectares in the leafy Upper North Shore suburb of Wahroonga. With a strong and positive growing reputation, the College continues to be in extremely high demand, currently at maximum capacity with extensive waitlists now in every year group for 2025 and 2026.

Renowned for our pastoral care and inclusive environment, St Leo's has a strong focus on knowing each student and growing their unique potential. The comprehensive pastoral care program focuses on promoting wellbeing, connectedness, resilience and positive relationships. The positive and supportive environment at the College fosters individual differences and talents, ensuring all students have the opportunity to reach their full potential, achieve their personal best and feel happy, safe and valued.

Following on from a major \$30m campus and technology upgrade completed three years ago, further improvements to the campus have continued. These include a new library, staff rooms and the extensive refurbishment of one of the original buildings, 'C Block', now known as Aquinas House.

St Leo's is proud of the academic results achieved by our students, as well as the range of achievements in other fields of endeavour. Reflecting an exceptional academic improvement program, overall 2023 HSC results were outstanding, with the College improving its SMH Ranking by 141 places last year. Over 70% of graduating students are consistently offered university places each year - an impressive achievement for a comprehensive school, considering the average State average of 30%. Our unique Pathways Program also assist students and families transition to life beyond school. As always, we are most proud of the growth shown by all students, from Year 7 through to Year 12.

St Leo's nurtures the spiritual life of each student through a vibrant liturgical and Religious Education program. The College enables students to put their faith into action and positively impact their world both locally and globally with an extensive suite of social justice opportunities. The commitment to developing the 'whole person' and wide range of learning experiences offered includes student mentoring and coaching programs as well as our unique Community Tutoring program. A strong STEM and innovation focus ensures students have the skills they need for a globalised world. A strong sporting culture and array of co-curricular offerings including 24 Creative and Performing Arts ensembles are also available and free to all students.

This extensive range of offerings helps make St Leo's an exceptional place to learn and produce 'confident, competent Catholic-valued young women and men of conscience' who

are ready to change the world for the better.

# Student Profile

## Student Enrolment

Students attending the College come from a variety of backgrounds and nationalities. The following information describes the student profile for 2023. Additional information can be found on the [My School website](#).

Girls	Boys	LBOTE*	Total Students
422	545	204	967

\* Language Background Other than English

## Enrolment Policy

The [Enrolment Principles](#) temporarily supersede The Enrolment Policy for Diocesan Systemic Schools (2013) and are being followed by the School for enrolments for 2024. As inclusive and evangelising communities, we welcome every family who would like a Catholic education for their children. Catholic Schools Broken Bay (CSBB) strives to respond to the needs of all students, within the constraints of our available resources. We believe all students should have access to our schools which offer educational opportunities that nurture the Catholic faith, expand life choices, cater for the disadvantaged, and challenge all students to reach their full potential. Our schools are explicitly evangelical, catechetical and address (with the support of our parishes and agencies), the faith formation of our school communities. Copies of these principles and other policies in this Report may be obtained from the [CSBB website](#) or by contacting CSBB.

## Student Attendance Rates

The average student attendance rate for the College in 2023 was 87.23%. Attendance rates disaggregated by Year group are shown in the following table.

Attendance rates by Year group					
Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
89.70	88.40	86.80	86.50	84.30	87.70

## Managing Student Non-Attendance

In order for students to reach their full potential it is of paramount importance that they attend school regularly. While it is the parents' legal responsibility under the NSW Education Act (1990) to ensure that their children attend school regularly, our staff as part of their duty of care, monitor all absences and work in partnership with parents to support and promote the regular attendance of students. In doing so, the College, under the leadership of the principal:

- provides a caring environment which fosters a sense of wellbeing and belonging in students
- maintains accurate records of student attendance
- implements policies and procedures to monitor student attendance and to address non-attendance issues as and when they arise
- communicates to parents and students, the College's expectations with regard to student attendance and the consequences of not meeting these expectations
- recognises and rewards excellent and improved student attendance.

College attendance records also contain information regarding student absences including reasons for absence and documentation to substantiate reasons for absences. Teachers are required to monitor non-attendance diligently on a student by student basis and to bring to the attention of the Principal immediately any unexplained absences, non-attendance of a chronic nature, or reasons for non-attendance that cause concern. Matters of concern are referred to the Principal, CSBB and the relevant Department of Education officer where appropriate.

Where a student is not able to attend school for a prolonged period of time due to a medical condition or illness, the College in collaboration with parents, provides resources to contribute to the student's continuum of learning where possible. CSBB monitors each College's compliance with student attendance and management of non-attendance as part of the system's Quality Assurance and Improvement processes. The College's attendance monitoring procedures are based on the Procedures for the Management of Student Attendance in the Broken Bay Diocesan Schools System.

## Student Retention Rate

Of the students who completed Year 10 in 2021, 95% completed Year 12 in 2023.

## Senior Secondary Outcomes

The table below sets out the percentages of students undertaking vocational training in their senior years as well as those attaining the award of Higher School Certificate (or equivalent vocational education and training qualifications).



Senior secondary outcomes 2023	
% of students undertaking vocational training or training in a trade during the senior years of schooling	21.8 %
% of students attaining the award of Higher School Certificate or equivalent vocational education and training qualification	100 %

### Post School Destinations

Each year the College collects destination data relating to the Year 12 student cohort.

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# Staffing Profile

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## Staffing Profile

The following information describes the staffing profile for 2023:

Total number of staff	89
Number of full time teaching staff	68
Number of part time teaching staff	21
Number of non-teaching staff	15

### Total number of teaching staff by NESA category

All teachers employed by the College are qualified to teach in NSW. Additionally, all teachers at this College who are responsible for delivering the curriculum are accredited with NESA and hold a Working with Children Check.

Teachers at this College are either accredited as conditional, provisional, proficient or highly accomplished as defined by the NSW Teacher Accreditation Act 2004. Accreditation at the levels of Highly Accomplished and Lead teacher are voluntary. The number of teachers within the Catholic Schools Broken Bay in our 44 schools at these levels is as follows:

- Highly Accomplished: 9 teachers
- Proficient: 1322 teachers
- Provisional: 131 teachers
- Conditional: 68 teachers

Additionally, there are approximately 35 teachers who are currently actively engaged in the submission process at the higher levels of accreditation. Teacher status at individual schools can be sourced directly from the College.

### Professional Learning

The ongoing professional learning (PL) of each staff member is highly valued. PL can take many forms including whole school staff days, subject specific in-services, meetings and conferences and a range of programs provided by CSBB. The College takes responsibility for planning, implementing, evaluating and tracking staff PL. Individual staff members take responsibility for their ongoing PL, which includes evaluating NESA Accredited professional

development (PD) and logging Elective PD via their NESA account. All teachers have been involved in PL opportunities during the year related to improving student outcomes. The following provides specific information relating to the focus of three of these staff development days.

### **Summary of professional learning at this school**

The ongoing professional learning (PL) of each staff member is highly valued. As such, the College created a position Director of Professional Growth to demonstrate the commitment to our strategic priorities:

1. Embedding high expectations for enabling success and learning for all
2. Ensuring Growth for all

Throughout 2023, CSBB committed to providing all staff 2 hours per cycle dedicated to Collaborative Planning Time. The College's focus for this time was the upskilling of staff on student writing through engagement in the LiSA (Literacy in Subject Areas) program. Each faculty was given subject specific PL relating to writing in their faculties to improve student outcomes.

PL also took on many forms including whole school staff days, subject specific in-services, meetings and conferences and a range of programs provided by CSBB. The College takes responsibility for planning, implementing, evaluating and tracking staff PL. Individual staff members take responsibility for their ongoing PL, which includes evaluating NESA Accredited professional development (PD) and logging Elective PD via their NESA account (prior to Semester 2) and personally (due to changes by NESA in Semester 1). All teachers have been involved in PL opportunities during the year related to improving student outcomes.

St Leo's Catholic College is committed to providing quality professional learning opportunities for all staff to support their ongoing growth and improve classroom practice. Staff engage in whole school, team-based, self-paced and externally provided professional learning experiences in various modes.

Under the guidance of the Director of Professional Growth, 2023 provided increased opportunities for our teachers to engage in professional literature, focus on high expectations of students and teachers, learning collaboratively in our Collaborative Planning Time. Priority was given to KLA focused Literacy in Subject Area professional learning, to allow for staff to upskill and implement the focus on literacy as it aligns with the NESA curriculum reforms.

Professional Learning in 2023 included sessions on:

- Literacy in Subject Areas
- CSBB System-wide Professional Development Day
- Canvas/Teams introductory course

## Catholic Identity and Mission

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As a Catholic community, the College shares in the mission of the local Church. The [Diocesan Mission Statement](#) is our statement of shared common purpose: "The Diocese of Broken Bay exists to evangelise, to proclaim the Good News of Jesus Christ, gathered as friends in the Lord and sent out to be missionary disciples."

In partnership with parents as the first faith educators of their children and the local parish community, the College seeks to provide authentic, professional Catholic Education, inspiring hearts and minds to know Christ, to love learning, to use their talents to be the very best they can be. Our vision, purpose and all we do is founded on faith in Jesus Christ, and informed by Christian values including faith, joy, witness, compassion, and courage.

The College's Religious Education (RE) program is based on the [Broken Bay K-12 Religious Education Curriculum](#) and aims to provide students with meaningful, engaging and challenging learning experiences that explore the rich diversity of the Catholic faith and ways in which we live it. A new Religious Education Curriculum is being developed to further enhance the learning experience for all. This was implemented into all Kindergarten and Year 1 as well as Years 7-10 classrooms in 2022/2023 and will continue to grow over the coming years. These programs include formal Religious Education as well as retreats, spirituality days and social justice opportunities in which students are invited to serve others, especially the poor and those who are marginalised.

Faith formation opportunities are provided for students, staff, parents and caregivers. Students regularly celebrate Mass and pray together. Students are invited to participate in age appropriate sacramental and missionary activities aimed at living out their mission as disciples of Jesus.

St Leo's Catholic College is dedicated to the education and formation of young people as disciples of Christ and our motto "God's Law in the Heart" gives direction to our mission. As an inclusive Catholic school, St Leo's provides a Catholic education for young Catholics and non-Catholics alike.

The College weaves prayer and worship into a rich tapestry of liturgical celebrations throughout the year including our opening liturgy, Ash Wednesday Mass, Easter and Christmas celebrations and working with our local Parishes to ensure our students can attend Mass each Friday in the College Chapel. Further strengthening our Cathedral precinct, St Leo's joined with OLOR Catholic Primary school to celebrate Mass for the Feast of the Assumption.

Key events on our calendar include:

- Year 7 Bible Presentation

- Street Retreat Homelessness Program
- Catholic Care Early Education Support Program
- Bible Study Groups
- McQuoin Park Nursing Home Visit Program
- Praisefest Events
- Shine
- Jamberoo Abbey Retreat
- Senior Retreats Program
- Hornsby Cathedral Parish Dinner Program for the Disadvantaged
- Caritas Annual Appeal
- Vinnie's Winter Sleepout

The College's Youth Ministry offers a variety of exciting opportunities students can choose to participate in at St Leo's each week including the Rosary, Vinnies School Conference, EarthCare Environmental group, Social Justice Group and weekly Mass.

In the classroom, all students undertake Religious Education lessons from Years 7-10. In Stage 6 (Years 11-12) students have a choice of Studies of Religion and Studies in Catholic Thought.

In September, St Leo's hosted 'Ignite' and welcomed two thousand pilgrims from across Australia for a four-day formation experience.

The College welcomed a Parent Engagement Coordinator to further strengthen links between the College, Catholic feeder schools and our local parishes.

Our staff spirituality day looked at the changing nature of faith levels amongst staff and students as well as unpacking the Charter for Broken Bay Schools with members of our local clergy. Special guest for the day was former student, Mr Peter Brown, who is currently Manager for Hospital Chaplaincy and Pastoral Care for Catholic Care, Broken Bay.

St Leo's, with the support of CSBB, took part in a pilot student spirituality survey. The results were unpacked by our Evangelisations and Catechesis team as they provided a valuable insight into the faith journey of our students and proved a great starting point for strategic planning.

## Curriculum, Learning and Teaching

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### Secondary Curriculum

The College provides an educational program based on, and taught in accordance with the NSW Education Standards Authority (NESA) syllabuses for secondary education. The Key Learning Areas (KLAs) of English, Mathematics, Science, Human Society and its Environment (HSIE), Creative Arts (CA), Personal Development, Health and Physical Education (PDHPE), Languages and Technological and Applied Studies (TAS). In addition to this, the College implements the Diocesan Religious Education syllabus. Staff members are committed to continuous improvement of teaching and learning in all facets of the curriculum.

St Leo's offers a broad curriculum that is responsive to each student's needs. The College provides an engaging and challenging learning environment that focuses on promoting student growth. Embracing a diversity of student capabilities, we provide academic challenge and support for different learning styles, rates and abilities, giving all students the opportunity to achieve their personal best. Our wide range of subjects provides pathways to university, other tertiary studies, and the workforce. Our courses give students a balanced and diversified experience across a range of academic, cultural, physical and vocational fields.

The College has undertaken a school wide review which has resulted in the College Leadership team collaboratively working with staff to develop two strategic opportunities for the College which are:

- Embedding high expectations for enabling success and learning for all, and
- Ensuring growth for all

To support the Literacy Program that began last year our teaching staff are undertaking professional learning on the importance of feedback and how using formative assessment allows staff to develop a more complete image of the learner. Our Middle Leaders are also undergoing professional development on the Science of Learning and how we can use this evidence base to strategically develop our teaching and learning programs.

## Student Performance in Tests and Examinations

### NAPLAN

Students in Years 3, 5, 7 and 9 across Australia participated in the National Assessment Program Literacy and Numeracy (NAPLAN). The purpose of NAPLAN is to provide information to parents and teachers about the achievements of students in literacy and numeracy. The test provides a measure of the student's performance against established standards and against other students in Australia. Each year the results are analysed by the school to inform teaching with a view to improving student performance.

From 2023, NAPLAN results are reported against proficiency standards with 4 levels of achievement to give teachers, parents and carers clearer information on how students are performing:

- Exceeding: The student's result exceeds expectations at the time of testing.
- Strong: The student's result meets challenging but reasonable expectations at the time of testing.
- Developing: The student's result indicates that they are working towards expectations at the time of testing.
- Needs additional support: The student's result indicates that they are not achieving the learning outcomes expected at the time of testing. They are likely to need additional support to progress satisfactorily.

The percentage of student achieving at Exceeding and Strong proficiency standards in NAPLAN at St Leo's Catholic College for 2023 is reported in the table below.

NAPLAN RESULTS 2023		Percentage of students in the top 2 proficiency standards	
		School	Australia
Year 7	Grammar and Punctuation	78%	64%
	Reading	83%	69%
	Writing	74%	63%
	Spelling	77%	73%
	Numeracy	83%	67%

NAPLAN RESULTS 2023		Percentage of students in the top 2 proficiency standards	
		School	Australia
Year 9	Grammar and Punctuation	70%	59%
	Reading	80%	63%
	Writing	71%	58%
	Spelling	84%	71%
	Numeracy	82%	64%

### Higher School Certificate (HSC) Diocese

The results of the College's Higher School Certificate (HSC) candidature are reported for particular subjects. The table provided shows the percentage of students who achieved in the top two bands and shows comparison with results from previous years.

NB: A number of new syllabuses were implemented in recent years which means there was a change in either subject name and/or course number. For this reason, results from previous years may appear as 0%. Some courses no longer run and therefore will show as 0%.

The graduating class of 2023 produced strong results. Our students showed tremendous resilience, persistence and determination. Some highlights:

- The College Dux received an ATAR of 98.7
- 54 Distinguished Achievers Award were awarded to our students
- Our students achieved 234 Band 5 and 6 result
- More than 70% of students were offered places at university, with over 50% of students receiving early entry offers from universities prior to the HSC examinations
- The College received three state rankings, third place Business Studies, eighth place Legal Studies and eighth place Engineering Studies
- Students in 12 courses were ranked first in CSBB schools
- One student received a SHAPE nomination for Industrial technology - Timber T
- Two students were nominated for ARTEXPRESS – Visual Arts
- We were most proud of the growth shown by all students
- The Class of 2023 are certainly to be congratulated



Higher School Certificate	<i>Percentage of students in the top 2 bands (Bands 5 and 6)</i>					
	2021		2022		2023	
	School	State	School	State	School	State
Ancient History	50 %	34 %	80 %	34 %	50 %	33 %
Biology	18 %	31 %	34 %	27 %	33 %	32 %
Business Studies	28 %	36 %	30 %	35 %	44 %	36 %
Community & Family Studies	35 %	32 %	37 %	33 %	63 %	36 %
Visual Arts	87 %	63 %	86 %	66 %	100 %	66 %

### Record of School Achievement (RoSA)

Eligible students who leave school before receiving their Higher School Certificate will receive the NSW Record of School Achievement (RoSA). The RoSA has been designed to provide grades for all Stage 5 (Year 10) and Stage 6 (Preliminary) courses completed during secondary education. In 2023, the number of students issued with a RoSA was 6.

## Pastoral Care and Student Wellbeing

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### Pastoral Care Policy

The College's pastoral care and student wellbeing policies guidelines and procedures are informed by the [Pastoral Care Policy for Diocesan Systemic Schools](#). This policy is underpinned by the guiding principles from the National Safe Schools Framework (2013) (NSSF) that represent fundamental beliefs about safe, supportive and respectful school communities. These guiding principles emphasise the importance of student safety and wellbeing as a prerequisite for effective learning in all Catholic school settings. The Pastoral Care and Wellbeing Framework for Learning for the Diocese of Broken Bay Schools System (the Framework') utilises the NSSF ensuring that diocesan systemic schools meet the objectives of the NSSF at the same time as meeting the diocesan vision for pastoral care and wellbeing. Further information about this and other related policies may be obtained from the CSBB website or by contacting CSBB. The policy was revised in 2019 to align with the [Australian Wellbeing Framework \(2018\)](#) for implementation in 2020.

### Behaviour Management and Student Discipline Policy

The College's policies and procedures for the management of student behaviour are aligned to the [Behaviour Support Policy for Diocesan Systemic Schools](#). Policies operate within a context that all members of the school community share responsibility to foster, encourage and promote positive behaviour and respectful relationships. The policy aims to promote a safe and supportive learning environment to maximise teaching and learning time for all students. It supports the development of students' pro-social behaviour based on respectful relationships and clear behavioural expectations. The dignity and responsibility of each person is promoted at all times along with positive student behaviours while ensuring the respect for the rights of all students and staff. Further information about this and other related policies may be obtained from the CSBB website or by contacting CSBB. There were no significant changes made to this policy in 2023.

### Anti-Bullying Policy

The College's Anti-Bullying guidelines and procedures are based on and informed by the [Anti-Bullying Policy for Diocesan Systemic Schools](#) and is aligned to the Pastoral Care Policy for Diocesan Systemic Schools and other related wellbeing policies and guidelines. All students, their families and employees within Catholic education have a right to a learning and work environment that is free from intimidation, humiliation and hurt. Anti-Bullying policies support school communities to prevent, reduce and respond to bullying. Further

information about this and other related policies may be obtained from the [CSBB website](#) or by contacting CSBB. There were no changes made to this policy in 2023.

### **Complaints Handling Policy**

The College follows the [Complaints Management and Resolution Policy](#). A distinctive feature of this policy is to ensure that complaints are addressed in a timely and confidential manner at the lowest appropriate management level in order to prevent minor problems or concerns from escalating. The expectation is that complaints will be brought forward and resolved in a respectful manner, recognising the dignity of each person concerned in the process. The policy recognises that a number of more minor or simple matters can be resolved without recourse to the formal complaint handling process but rather, quickly and simply, by discussion between the appropriate people. Further information about this and other related policies may be obtained from the [CSBB website](#) or by contacting CSBB. There were changes made to this policy in 2023 to reflect new system processes.

### **Initiatives promoting respect and responsibility**

Everyone in the College community is involved in student wellbeing. A commitment to partnership and shared responsibility amongst staff, students, parents and other family members is an integral feature of pastoral care and student wellbeing at St Leo's College.

In the College's daily and routine life, the way in which people interact with each other significantly affects each student's sense of self-worth, belonging and wellbeing. The Wellbeing Mentor and Year Leaders are the primary carers for each student and assist students to flourish across their spiritual, intellectual, social, emotional, cultural and physical dimensions. Our Curriculum Leaders are also critical to academic care and student wellbeing and set standards and clear expectations of learning.

St Leo's worked to set high expectations for respectful behaviour and foster pride in the College; ensuring that students were aware of their responsibilities in wearing school uniform correctly and engaging with each other with dignity, kindness and respect. Students are encouraged to make a positive contribution to the school community at assemblies and in mentor group.

Throughout 2023 student leadership was fostered through the school's student leadership programs this includes the School Representative Council and the senior student leadership body. These students make a significant contribution to the college community by leading school assemblies, promoting whole school initiatives and contributing to charity fund-raising.

A key initiative in 2023 was to maintain high expectations around the Mobile Device Policy. This policy promotes students to engage with each other during recess and lunch-time and

was significant in fostering student wellbeing by removing opportunities for students to engage in cyberbullying.

Thank you to all staff, students and parents who have worked together this year. Above all else, it is the partnership between these three groups that has the largest impact on the wellbeing of each student and their ability to achieve their full potential at school.

Everyone in the College community is involved in student wellbeing. A commitment to partnership and shared responsibility amongst staff, students, parents and other family members is an integral feature of pastoral care and student wellbeing at St Leo's College.

Our two strategic priorities, embedding high expectations for enabling success and learning for all, and ensuring growth for all, resulted in targets made in literacy, and restorative practice which would be built upon in 2023. Evidence based restorative practice in the St Leo's context will see students to reflect on their poor choice, take ownership of their behaviour, and provide protective measures to ensure this behaviour does not occur again.

I thank all staff, students and parents who have worked together this year. Above all else, it is the partnership between these three groups that has the largest impact on the wellbeing of each student and their ability to achieve their full potential at school.

## School Improvement

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Strategic planning ensures a common purpose and agreed values are established. In Broken Bay systemic schools, this common purpose and agreed values along with goals, targets and key improvement strategies have been captured in the Towards 2025 Strategic Plan.

### Key Improvements Achieved

The focus of School improvement for 2023 was aligned with the formation of our 5 year Strategic Plan. Our Strategic Plan was formed from data collected from our school evaluation that took into consideration a range of data about the college, including HSC data, NAPLAN data, Tell Them From Me, the CSBB Culture Survey, classroom observations and feedback from a range of stakeholders in the school community. This process resulted in the development of two opportunities to drive school improvement. These opportunities are:

- High Expectations to enable Success in Learning
- Growth for All

The second half of the year, the College's focus was on establishing the priorities for the remainder of the year. As a College it was decided upon the following priority areas:

- 1.3 Strengthen and increase student voice and participation in Catholic life of the school
- 2.3 Establish and Embed Principles for Learning and Wellbeing at St Leo's
- 3.3 Achieve Professional Growth through collaboration, shared and reflective practice to improve student learning and wellbeing outcomes
- 4.4 Foster partnerships with business and community organisations to meet the needs of learners

Through the introduction of a dedicated Collaborative Planning Time with staff and weekly small group meetings, the College was able to begin the process of developing our Behaviour Policy, Attributes and Principles and professional development centred around our priority areas and our two opportunities.

### Priority Key Improvements for Next Year

The school continued framing its priorities around the Continuous Improvement Cycle with a focus on critically reviewing, intentionally analysing and strategically planning. An inward looking, outwards looking, forwards looking analysis was done with evidence consisting of quantitative data, people's viewpoints and observational evidence.

The priorities for 2024 will be to launch the St Leo's Teaching and Learning Framework and the Behaviour Policy. Professional Development will be provided to staff around these two Frameworks to ensure that students learning is maximised within our classrooms.

## Community Satisfaction

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The opinions and ideas of parents, students and teachers are valued and sought. Their suggestions are incorporated into planning for and achieving improved outcomes for students. This year, a variety of processes have been used to gain information about the level of satisfaction with the College from parents, students and teachers.

### Parent satisfaction

Surveys of parents indicate the highest levels of parent satisfaction in the following areas:

- the welcoming, inclusive, and supportive school community
- the caring and supportive teachers and other staff
- the high level of pastoral care and support provided to students
- the quality of Catholic education provided at the College
- the provision of a well balanced, holistic education
- students' progress and growth, with significant opportunities for students to grow holistically
- Parents expressed that they were satisfied with the revised mobile phone policy

### Student satisfaction

Students are regularly surveyed about their views and levels of satisfaction. The College conducts regular meetings of the Student Representative Council chaired by the College Captains. Representatives have provided pleasing responses with regard to learning structures, teacher practice and the pastoral care programs within the College. Students are particularly pleased with:

- the quality of education with a clear focus on students reaching their own personal best
- the caring and supportive teachers and staff
- the holistic approach to education at the College
- the co-educational nature of the College
- the social and cultural diversity at the College
- the many opportunities offered to students at the College

### Teacher satisfaction

Staff members are regularly involved in dialogue at the College. Teachers rate the following:

- the quality of pastoral care and focus on student well-being
- the quality Catholic education provided

- opportunities for students to find their greatness and make a positive difference
- the provision of a holistic education, focused on student growth

Teacher feedback identified that there was a need for greater staff involvement in school improvement processes and this feedback was used to drive the strategic planning process that was embarked upon in Term 4, 2023.

In response to the school evaluation there was a re-structure of the leadership team which included the creation of a Professional Learning position on the leadership team - Director of professional Growth that will be focused on supporting staff professional development and support to enable progress through levels of professional accreditation.



# Financial Statement

Consistent with the NESAs requirements, financial income and expenditure for the College in 2023 is shown below. More detailed financial data is available on the My School website.

Recurrent and Capital Income 2023	
Commonwealth Recurrent Grants <sup>1</sup>	\$8,864,829
Government Capital Grants <sup>2</sup>	\$0
State Recurrent Grants <sup>3</sup>	\$2,412,365
Fees and Private Income <sup>4</sup>	\$7,308,804
Interest Subsidy Grants	\$0
Other Capital Income <sup>5</sup>	\$6,164
<b>Total Income</b>	<b>\$18,592,163</b>

Recurrent and Capital Expenditure 2023	
Capital Expenditure <sup>6</sup>	\$2,268,757
Salaries and Related Expenses <sup>7</sup>	\$13,787,592
Non-Salary Expenses <sup>8</sup>	\$8,024,814
<b>Total Expenditure</b>	<b>\$21,812,406</b>

**Notes**

1. Commonwealth Recurrent Grants includes recurrent per capita grants and special purpose grants.
2. Government Capital Grants includes all capital grants received from the Commonwealth and State Governments.
3. State Recurrent Grants includes recurrent grants per capita, special purpose grants and interest subsidy grants.
4. Fees and Private Income include Archdiocesan and school based fees, excursions and other private income.
5. Other Capital Income includes building levy fees and capital donations used to fund Capital Expenditure.
6. Capital Expenditure includes expenditure on School Buildings, and Furniture and Equipment.
7. Salaries and Related Expenditure includes all salaries, allowances and related expenses such as superannuation and workers compensation insurance.
8. Non-Salary Expenses include all other Non-Salary Recurrent Expenditure covering resources, administration, operational expenses, utilities, repairs and maintenance.

END OF 2023 REPORT