

# ANNUAL SCHOOL REPORT



# **St John the Baptist Catholic Primary School**

21a Dulkara Road, WOY WOY 2256

Principal: Mrs Nicole Davies

Web: www.sjbwwdbb.catholic.edu.au

# **About this report**

St John the Baptist Catholic Primary School (the 'School') is registered by the NSW Education Standards Authority (NESA) and managed by the Catholic Schools Office (CSO), Diocese of Broken Bay. The CSO 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 the CSO. Additionally, the Report complements and is supplementary to other forms of regular communication to the School 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 School 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 School's improvement journey is documented in the School Improvement Plan (SIP) which is developed, implemented and evaluated in consultation with key stakeholders.

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

# Message from key groups in our community

# **Principal's Message**

Diverse curricula activities initiated by a caring and dedicated team of professionals, large well-maintained grounds and facilities and parental involvement combine to offer excellent learning opportunities for students. The School is blessed with a dedicated and caring staff who have created a loving Catholic environment and a place where students are nurtured to achieve excellence in order to make a difference in the world.

# **Parent Body Message**

We enjoy fruitful, collaborative partnerships between St John the Baptist (SJB) and our homes. Examples this year include: a Parent Representative Group, visiting open classrooms, classroom updates via the SeeSaw and DoJo apps, sharing class experiences such as mindfulness sessions and cyber safety education, and information nights where maths, literacy, and social, emotional learning were explored. We celebrate our community by coming together for events including Grandparent's, Mother's and Father's days, our school feast day and Masses.

Teachers at the School support students by partnering with families, recognising the integral foundation of home for each child's ability to learn. There are far more opportunities to participate in ongoing communication beyond brief parent-teacher interviews. Teacher-family emails promote collaboration so concerns can be addressed and individual achievements highlighted, with the wellbeing of all students a mutual priority. Frequent communication allows feedback for constructive cooperation, leading to the best outcomes for our children.

# **Student Body Message**

St John the Baptist is a Catholic school that gives opportunities for many children, both inside and outside the classroom. The School has evolved over the years, and now has new flexible learning classrooms and environments, a new playground for children and has added technology to help students with their learning. Our School participates in many carnivals, competitions, Gala days and excursions. The teachers here both challenge the students, and make sure they have fun and are not too stressed.

# **School Features**

St John the Baptist Catholic Primary School Woy Woy South, is a Catholic systemic coeducational school. The School originally began in 1922 in the centre of Woy Woy and was established by the Josephite nuns. It was moved to its present site in 1979. The School belongs to the Woy Woy Peninsula Parish with the priests visiting weekly to celebrate Mass and Reconciliation.

The School caters for boys and girls from Kindergarten to Year 6 and due to increasing enrolments is moving from a two stream to a three stream class structure. To cater for the growth, six new classrooms were built in 2015 ready to be opened for use in 2016. The School draws from a wide geographical area, with children travelling from Kariong, Tascot, Umina Beach, Ettalong, Phegan's Bay, Booker Bay, Empire Bay as well as from the local surrounding areas of Woy Woy. This demographic contains a vast spread of socio-economic backgrounds. Aspect classes are provided for children with autism with enrolment of eighteen children in these classes.

In 2019 students were involved in creative, academic and sporting pursuits such as the end of year Musical, international UNSW (University of NSW) competitions, gala days, diocesan sporting events, debating, chess, public speaking and band competitions. The School bands consist of a concert and training band and both are going from strength to strength.

Positive Behaviour for Learning (PBL) and wellbeing have been a priority with various programs implemented throughout the School to support student mental health, e.g. mindfulness sessions and Zones of Regulation.

# **Student Profile**

#### **Student Enrolment**

Students attending the School come from a variety of backgrounds and nationalities. The following information describes the student profile for 2019. Additional information can be found on My School website.

Girls	Boys	LBOTE*	Total Students
265	224	55	489

<sup>\*</sup> Language Background Other than English

# **Enrolment Policy**

The School follows the Enrolment Policy for Diocesan Systemic Schools. The policy encourages the local Catholic community, under the leadership of the parish priest and principal, to look upon the time of enrolment as a potential occasion for ongoing evangelisation. The policy calls upon parents to examine their present faith commitments, to develop their role as prime educators of their children in faith and to immerse themselves in the communal, liturgical, ministerial and service dimensions of the parish. Copies of this policy and other policies in this Report may be obtained from the CSO website or by contacting the CSO.

#### **Student Attendance Rates**

The average student attendance rate for the School in 2019 was 91.75%. Attendance rates disaggregated by Year group are shown in the following table.

Attendance rates by Year group						
Kindergarten	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
91.90	93.30	93.05	92.02	90.60	90.45	89.10

#### **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 School, under the leadership of the principal:

- provides a caring environment which fosters in students, a sense of wellbeing and belonging
- · 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 School's expectations with regard to student attendance and the consequences of not meeting these expectations
- recognises and rewards excellent and improved student attendance.

School 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, the CSO 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 School in collaboration with parents, provides resources to contribute to the student's continuum of learning where possible. The CSO monitors each School's compliance with student attendance and management of non-attendance as part of the system's School Review and Development (SRD) processes. The School's attendance monitoring procedures are based on the Procedures for the Management of Student Attendance in the Broken Bay Diocesan Schools System (password required).

# **Staffing Profile**

# **Staffing Profile**

The following information describes the staffing profile for 2019:

Total number of staff	38
Number of full time teaching staff	21
Number of part time teaching staff	11
Number of non-teaching staff	6

## **Total number of teaching staff by NESA category**

All teachers employed by the School are qualified to teach in NSW. Additionally, all teachers at this School who are responsible for delivering the curriculum are accredited with NESA. Effective from October 2007, the minimum qualification for a teacher in a systemic school in the Diocese of Broken Bay is a four year teaching degree.

Teachers at this School are either accredited as conditional, provisional or proficient 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 Diocesan Schools System (systemic schools) at these levels is as follows:

Proficient: 1294 teachersProvisional: 105 teachersConditional: 1 teacher

Additionally, there are approximately 25 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 School.

#### **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 the CSO. The School takes responsibility for planning, implementing, evaluating and tracking staff PL. Individual staff members take responsibility for their ongoing PL. All teachers have been involved in PL opportunities during

the year related to improving student outcomes. The following table provides specific information relating to the focus of three of these staff development days.

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

The ongoing professional development of each staff member is highly valued. Professional learning (PL) can take many forms including whole school staff days, subject specific inservices, meetings and conferences and a range of professional learning programs provided by the CSO. The School takes responsibility for planning, implementing, evaluating and tracking staff professional learning. Individual staff members take responsibility for their ongoing professional development. All teachers have been involved in professional learning opportunities during the year related to improving student outcomes. The following table provides specific information relating to the focus of three of these staff development days.

Day 1: School Review Preparation: whereupon staff reflected on both the successes and challenges of the school over the past three years. Once the areas in both categories were identified, further analysis was undertaken to provide indicators for future directions.

Day 2: Growth Mindset: understand that growth mindset impacts all learning. With a growth mindset students are better placed to engage in learning which has a low floor and high ceiling.

Day 3: Maths analysis: analysing data collected from beginning of year assessments and programming for individual student needs.

# **Catholic Identity and Mission**

As a Catholic community, the School shares in the mission of the local Church: "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 School seeks to educate and form young people in the Catholic faith. The School provides 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.

The School'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 explores the rich diversity of the Catholic faith and ways in which we live it.

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.

The School has a strong religious dimension and endeavours to present quality education as an expression of the Catholic worldview. Opportunities to apply this worldview to all aspects of life both within and beyond the School are continually being sought and manifest in, for example, teaching programs and in school policies. Each week the School newsletter includes a reflection on the week's Gospel providing a Catholic worldview perspective and an outline of upcoming liturgical events. Children are exposed to a rich variety of liturgical experiences and have daily exposure to Gospel values through all Key Learning Areas (KLAs) and in interactions with staff and parents.

Each term a liturgical calendar reflects the involvement of children in whole school Masses, liturgical celebrations and special feast days. Feast days and special seasons are celebrated through Masses and Liturgies. Children in Years 3 to 6 celebrate Reconciliation once a term and all classes are exposed to Exposition of the Blessed Sacrament each term. The sacraments of Reconciliation, Confirmation and Eucharist are received by children from Years 2 to 6.

During 2019, children and staff have been enriched by a wide variety of prayer experiences. Each Friday morning staff gather to participate in community prayer. Each class has prayer during the day at regular intervals, both formally and informally, and have prayer tables that display the colours and symbols of the liturgical seasons throughout the church year. The

School supported the local St Vincent of meetings and facilitating awareness and fu		ır Mini Vinnies

# **Curriculum, Learning and Teaching**

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

The teaching staff believes it is important that they have consistent practice across the English and Mathematics blocks so that students know and understand learning expectations and routines. Extensive professional learning (PL) for staff has been an integral part of this process. The School Leadership Team continues to collaboratively and actively lead PL. Curriculum initiatives have provided opportunities for teachers to work together to reflect, discuss, plan, implement and evaluate pedagogical approaches to the teaching of English and Mathematics (incorporating both literacy and numeracy experiences) that maximise children's learning.

For the last five years teachers have worked towards high quality practice in English based on evidence-based best practice; similarly for the last five years teachers have worked towards greater precision in the teaching of Mathematics. This journey has been aided by support from the Catholic Schools Office (CSO) with embedding programs such as *Extending Mathematical Understanding* (EMU), *Best Start and Improving Literacy and Numeracy National Partnerships* (ILNNP), *Encouraging Persistence and Maintaining Challenge* (EPMC) and in the provision of much needed funding respectively. Considerable resourcing by way of releasing teachers, organising CSO personnel to work with and support teachers, and purchasing teaching resources has greatly assisted this journey.

To understand a student's point of need, and consequently inform teaching, data gathering and analysis has been a focus with purposeful use of the *Teacher Inquiry and Knowledge Building Cycle (Timperley 2008)*. All teachers conduct a *Mathematical Assessment Interview* (MAI) with their students at the beginning of the year to identify their mathematical understanding in number, and hence their point of need. This informs the grouping of students and subsequent instructional decisions. Similarly *Running Records* are taken at the beginning of the year to analyse reading ability for areas of strength and need. Reading levels are then tracked each term which is the catalyst for further professional dialogue. This dialogue assists teachers in sharing reading strategies and programs.

Students were also given the opportunity to participate in a wide range of activities including: choir, band, guitar lessons, chess and board games, various inter-school and diocesan

sporting events, gala days, surf safety days, a two week intensive swimming program for children in Kindergarten and Years 1 and 2, debating and public speaking competitions.	

# **Student Performance in Tests and Examinations**

The National Assessment Program Literacy and Numeracy (NAPLAN) is an annual assessment for students in Years 3, 5, 7 and 9. NAPLAN assessment results provide valuable information about student achievements in literacy and numeracy. An analysis of these results assists the School's planning and is used to support teaching and learning programs.

The tables below show the percentages of students who achieved particular skill bands in the aspects of literacy and numeracy compared to students nationally. Literacy is reported in four content strands (aspects): Reading, Writing, Spelling, Grammar and Punctuation. Numeracy is reported as a single content strand. Students who were exempted from any test were deemed not to have met the national minimum standard in that test area and are not included in band distributions. Additional NAPLAN student performance information can also be accessed from the My School website.

ľ	NAPLAN RESULTS 2019	% of students in the top 2 bands		% of students in the bottom 2 bands	
			Australia	School	Australia
	Grammar and Punctuation	65%	59%	3%	10%
	Reading	63%	54%	5%	10%
Year 3	Writing	53%	55%	2%	5%
	Spelling	45%	52%	3%	11%
	Numeracy	44%	42%	5%	11%
	IAPLAN RESULTS 2019	% of students in the top 2 bands		% of students in the bottom 2 bands	
r	NAPLAN RESULTS 2019		•		
1	NAPLAN RESULTS 2019		•		
1	NAPLAN RESULTS 2019  Grammar and Punctuation	2 b	ands	bottom	2 bands
		2 b	ands Australia	bottom	2 bands Australia
Year 5	Grammar and Punctuation	School 41%	Australia 37%	School 10%	Australia 17%
Year	Grammar and Punctuation Reading	2 b School 41% 39%	Australia 37% 38%	School 10% 6%	Australia 17% 12%

# **Pastoral Care and Student Wellbeing**

# **Pastoral Care Policy**

The School'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 pre-requisite 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 CSO website or by contacting the CSO. 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 School'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 ensuing the respect for the rights of all students an staff. Further information about this and other related policies may be obtained from the CSO website or by contacting the CSO. There were no changes made to this policy in 2019.

#### **Anti-Bullying Policy**

The School'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 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 CSO website or by contacting the CSO. There were no changes made to this policy in 2019.

# **Complaints Handling Policy**

The School follows the Complaints Handling Policy and Procedures for Diocesan Systemic Schools. 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 CSO website or by contacting the CSO. There were no changes made to this policy in 2019.

# Initiatives promoting respect and responsibility

To ensure a consistent and positive approach to behaviour management the School has in place *Positive Behaviour for Learning* (PBL) and *Zones of Regulation*, which are initiatives that address behavioural, social and emotional learning. These initiatives specifically address and teach the rule, "At St John the Baptist we are respectful, responsible learners". Children are guided to understand the meaning of this rule in order to act appropriately both within the school and within the community. Understanding the Zones assists students in identifying their emotional state and to choose the correct tools to help manage their emotions and self-calm.

*Mindfulness* sessions with a trained facilitator each term assist children to learn and practice these self-calming techniques. *Mindfulness* can calm the mind and focus our attention on the here and now, rather than thinking about the past or worrying about the future.

Students are encouraged to think about and support community service initiatives instigated by the School's *Mini Vinnies* group. These activities promote empathy and respect for, and a commitment to action, to assist those less fortunate than ourselves.

# **School Improvement**

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 are documented in the School Improvement Plan (SIP). This SIP is a three year planning document and is used to record the School's progress in working towards priorities for improvement in three domains: Mission, Pastoral Care, Learning and Teaching. School improvement planning is supported systemically by the Diocesan Leading Learning initiative. This initiative is research based and has been developed in partnership with the University of Auckland. Building on Leading Learning in the Learning and Teaching domain, the Diocesan Learning Principles guide improvement strategies toward high quality contemporary learning.

## **Key Improvements Achieved**

Learning and Teaching: The sustained and strategic focus on literacy and numeracy through teachers engaging in coaching cycles in both areas has had a positive impact on teaching practice and student achievement in these curriculum areas. Coaches supported grade teachers as they planned and implemented learning for all students ensuring differentiated tasks met all students' needs. More able students were challenged through extension classes offered in Mathematics, reading, writing, debating and robotics.

Mission: The use of the Eucharistic Prayer for Children helped bring about a deeper student engagement in the Mass through the simplified language and nature of the regular responses, which encourages students to follow the Mass more closely. Staff participated in professional learning around reverence for all creation and reconciling faith and Science.

Pastoral Care: Zones of Regulation and Mindfulness continued across the School to help students explore calming techniques, cognitive strategies, and sensory supports so they have a toolbox of methods to use to move between zones. Mindfulness sessions assisted children to learn and practice these self-calming techniques.

# **Priority Key Improvements for Next Year**

Learning and Teaching: In 2020 the School will continue to focus on point of need teaching in the areas of literacy and numeracy by analysing data and deepening teachers' knowledge and understanding of differentiation strategies to meet student needs. Coaching cycles will continue to focus on particular students and their "sticking points" on the learning continuum, incorporating specific strategies to target their point of need.

Mission: In 2020 the School will undertake rewriting our RE units to consolidate the use of rich and differentiated tasks in RE lessons. These new units will go over a longer period of time to allow scripture to be explored at a much deeper level.

Pastoral Care: In 2020 the School will consolidate the Zones of Regulation and Mindfulness to help students develop skills in consciously regulating their actions. A continued focus on bullying awareness and anti-bullying strategies across the school will be prioritised. The Parent Representative Group will help with the school-parent relationship and assist with pastoral care of families.

# **Community Satisfaction**

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 School from parents, students and teachers.

#### **Parent satisfaction**

- With the guidance of excellent teachers, SJB provides learning experiences for our children according to their individual interests and strengths and give such personal attention to students when they require extra support while teaching a class of 20+.
- We chose SJB because our children would be nurtured in a positive environment, guided in developing their faith, treated with respect and given the best academic tuition available.
- SJB teachers offer extra-curricular interest groups (in their own break time) that children love to attend.
- Our school tends to students where and how they are as individuals.
- SJB demonstrates a strong dedication to development of faith. Frequent and beautifully arranged Masses and liturgies in the school hall, sacramental preparation classes run in the school library and participation in school/parish Masses have all been positive experiences. We are confident that we have made the best choice of school for our family.

#### **Student satisfaction**

- We have had a lot of opportunities like excursions, the School Band, sporting events, surf days, the school farm, public speaking, debating, technology improvements, flexible learning spaces and leadership programs.
- We have learnt a lot about Catholic support groups like St Vincent de Paul and how they help those in need.
- We have enjoyed being leaders in the school and being good role models for the rest
  of the students.

#### **Teacher satisfaction**

Staff were asked to provide open responses about the most valued aspects of the School. The most frequently nominated aspects were:

• Coaching support from the literacy and numeracy coaches.

- The new spelling program, Spelling Mastery, and a whole school dedicated time to implement this.
- Digital resources.
- Grade Masses, Reconciliation and Exposition of the Blessed Sacrament.
- Sport gala days for children to interact with other schools.
- Strong parent engagement/involvement.
- Professional learning opportunities.
- Support from colleagues.
- The homework guidelines which places a lot of emphasis on reading time.
- Student welfare: teacher buddy system, smiley faces, multi-age playground areas and data

feedback.

- Refurbished classrooms.
- Increased resources across the school.

# **Financial Statement**

Consistent with the NESA requirements, financial income and expenditure for the School in 2019 is shown below. More detailed financial data is available on the My School website. Diocesan system financial reporting can be found in the Broken Bay Diocese Annual Report.

Recurrent and Capital Income 2019				
Commonwealth Recurrent Grants <sup>1</sup>	\$3,525,476			
Government Capital Grants <sup>2</sup>	\$0			
State Recurrent Grants <sup>3</sup>	\$998,070			
Fees and Private Income <sup>4</sup>	\$1,198,492			
Interest Subsidy Grants	\$0			
Other Capital Income <sup>5</sup>	\$262,815			
Total Income	\$5,984,853			

Recurrent and Capital Ex	penditure
Capital Expenditure <sup>6</sup>	\$127,873
Salaries and Related Expenses <sup>7</sup>	\$4,540,809
Non-Salary Expenses <sup>8</sup>	\$1,390,329
Total Expenditure	\$6,059,011

#### **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 2019 REPORT