St Stephen’s School Board
Annual Report
for 2013
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ABOUT ST STEPHEN’S

St Stephen's is a co-educational primary school administered by Brisbane Catholic Education located in the suburb of Algester. St Stephen’s School was opened in 2004 and currently has 499 students from Prep to Year 7.

Principal: Mr Steve Taylor

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156 Ridgewood Road
PO Box 5158
Algester Qld 4115

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Vision
To empower our students, staff and members of our school community by providing opportunities for them to nurture their educational and spiritual development, so that they may make a lifelong contribution to the benefit of society.

Mission
At St Stephen’s School, learners are engaged in and empowered by a challenging, relevant and holistic curriculum, within a positive and respectful Catholic environment.

INTRODUCTION

The St Stephen’s School Board membership includes the principal, a parish representative, a staff representative and a number of parents. The Board represents the school community and its primary role is to oversee and manage a range of strategic tasks. They include developing the school's Vision and Mission statements, establishing strategic plans and policy directives, setting school budgets and fees and reviewing performance.

This annual report is a School Board report on the activities and performance of the school during the 2013 school year. It includes three sections: a message from the principal; a report on the activities of the School Board; and a report on the school's finances.
A MESSAGE FROM THE PRINCIPAL

2013 was our tenth year of operation and the growth that has taken place over those ten years is plain to see. From a school with an enrolment of 94 children in 2004 (Preschool – Year 3), we have grown into a school with an enrolment of 455 students, including the full complement of year levels, Prep – Year 7. As I look back on 2013, I note that this was our first year without a major building project either in progress or in the planning stage. With our master plan for building completed, we were able to focus on some smaller initiatives to continue our development. I am proud of our achievements at St Stephen's School and I commend the members of our community who have contributed so positively to this success. As I consider the year, I believe that the availability and use of our new school chapel will be an important and ongoing influence on the culture of our school.

Curriculum at St Stephen’s School is not narrowly defined to include just the obvious, albeit, very important areas of literacy and numeracy. Rather, our curriculum is comprehensive in its scope and includes opportunities for children to learn about the Catholic religion, develop their personal spirituality, express their care and concern for others, sense the complexity of the natural world, experience the beauty of music, work collaboratively with their peers, compete assertively and respectfully with others and gain a sense of their place in the world and their power to make a difference. All of this and more takes place in a school environment that is safe and nurturing. In considering the breadth of curriculum at St Stephen’s School, I would like to draw attention to activities that highlight the range of our curriculum, e.g. school and class Masses and liturgies, Under 8’s Day, choir and band performances, Catchment Club, Tournament of Minds, school and interschool sport (swimming, Futsal, cross country, netball, soccer, touch, athletics, Aussie Rules and basketball), Spanish Fiesta, Algester Idol, Book Week, National Science Week and the Christmas Concert.

Our implementation of new curriculum subject areas continued in 2013 under the guidance of our Curriculum Support Teacher, Lisa Cannon. According to the timeline for the introduction of these subjects, teachers began to use the new History curriculum and the new Brisbane Archdiocesan Religious Education curriculum. In terms of the enhancement of pedagogy, our teachers were introduced to John Hattie’s “Visible Learning,” an area that we will continue to explore in 2014 and beyond. The positive spirit of our school is also evidenced through our work in continuing with “Whole School Positive Behaviour”.

Last year, we welcomed the priests of the combined Our Lady of Lourdes and Our Lady of Fatima Parishes to our school when the importance of our Catholic faith was highlighted for the celebration of school and class liturgies and Masses, including St Stephen’s Day. I would like to thank the Very Reverend Fr Dan Ryan, our parish priest, and Fr Augustine Obi, his associate pastor, for their work in our school. Early in the year, we also welcomed the newly-appointed Archbishop Mark Coleridge for a special visit to St Stephen’s.

In 2013, we took on the significant project of sponsoring St Vincent de Paul in its support of the flood victims in Bundaberg and our community raised in excess of $6,000 for this project. This is one of our best annual mission project results, which was the result largely of our walk-a-thon, which was held on St Stephen’s Day. (Our new school support dog, Beau, walked with the children on this day, but his ten laps of the oval could not compete with the effort made by many of our students.) The total amount raised for the missions last year was well in excess of $11000, our best effort ever.
I would like to thank Veronica Kearney, our APRE, for the leadership role that she played in supporting the faith life of our school. Veronica Kearney, our foundation Assistant Principal for Religious Education, retired from teaching at the end of the 2013 school year. Mrs Kearney was an important member of our staff team and her contributions to the success of our school were many and much-appreciated. Our new mural on the front of the hall is just one example of the positive legacy that Veronica Kearney will leave behind.

Much work was completed in the area of Information, Communication and Learning Technologies (ICLT) and I am grateful to our Assistant Principal, Kristen Smith, for her work in this area. In particular, she developed our Parent Portal, updated our school’s web page, introduced SMS texting for student attendance, introduced the Parent/Teacher Online program for booking parent/teacher interviews and assisted with the introduction of our 1 to 1 Laptop Program for 2014.

During 2013, the merits of our strong staff team were apparent, once again, and I would like to thank each member of the team. Staff members were committed to their tasks as professional educators and they worked collaboratively to make our school a better place for students to learn. I was very appreciative of their efforts and I congratulate them for their professionalism and competence.

At St Stephen’s School, our Senior Rotations for Years 6 & 7 gave these students an educational foundation in preparation for secondary school. Our senior students proved to be exemplary role models to our Prep students through the school’s Buddies program. Our Year 7 class travelled to Canberra to explore our nation’s capital and then, midway through the year, they climbed the Story Bridge, an established rite of passage for our senior class. School Captains for 2013 were Amy Johnston and Jordan Messer. Both Amy and Jordan proved to be very capable school captains and their names have been added to our honour board.

Our school is fortunate to have the active input of parent volunteers who participate and contribute to the work of the School Board and the Parents and Friends Association. I would like to thank both of these groups for their important work in making positive contributions to our school community. In particular, I would like to thank the leaders of these two bodies, James Robertson and Toni Waters. James was our foundation School Board Chairman and his contributions to this role have been very significant. (Mid-year James, resigned from the Chairman’s position after many years in this role and Ken Sellwood was appointed to this position.) In 2013, Toni Waters was re-elected to the position of P&F President. The proactive leadership displayed by James, Ken and Toni is valued and appreciated.

I would also like to mention the work of our two Spring Fair coordinators, as this was a major initiative for 2013. A whole-hearted thank you is extended to Stacey Sutton and Virginia McGrath for the success of our Spring Fair.

There were many other parents and grandparents who assisted during the year as volunteers in the learning activities and special events of the school. Others helped by volunteering to support the Tuckshop, the Uniform shop, working bees, the election food stall and other activities. Thanks to everyone who willingly contributed their time to help meet the diverse needs of the school during the 2013 school year.

Finally, I would like to make mention of our groundsman, Steve Thompson, who is a solid planner and ideas man. Last year he was supported by one of our parents, Les Pendreigh, who volunteered his time for a significant part of the year. Between the two of them they
have worked to bring about important changes to our school buildings and grounds, e.g. the construction and fit-out of our new Prep storeroom, the strengthening of security gates, the creation of a new archives room, the completion of the fit-out of our chapel, the plasterwork required in Year 5 classrooms for our 1 to 1 Laptop Program, and the construction of a gardening shed. These are just a few of the projects on which they have expended their creativity.

When I consider the success of 2013, I know that a solid platform is in place for further success in 2014. I anticipate another good year and extend my thanks to staff and community members for their efforts and for their commitment to operating according to the spirit of St Stephen’s School.

S. Taylor
Principal
SCHOOL BOARD ACTIVITIES IN 2013

An overview of the main tasks undertaken by School Board in 2013 include:

1. Review School Policy Directives
2. Monitor Strategic Plan
3. Review School Validation Process
4. Review School Website
5. 1:1 laptop program
6. Review 2013 school fees and approve 2014 School Fee Schedule

Policy Directives

Policy Directives are issued from the Board (community representatives) to the principal (community’s agent) to outline the school community’s policy expectations.

By the end of 2012 the Board had reviewed the Vision and Mission statements, established a new 5 year strategic plan and had reviewed the school’s goals and priorities. In 2013, the Board reviewed the last piece of its Strategic Framework and provided the Principal with the following updated Policy Directives.

1. Religion & Spirituality Policy Directive
   St Stephen’s School is to be centred on Gospel values within the Catholic faith tradition. A Christian atmosphere of love and care is to be promoted throughout the school, so that students can actively demonstrate Christian values and learn about the Catholic faith.
2. **Student Learning Policy Directive**
   St Stephen's School is to provide our students with a high quality education through a relevant and holistic curriculum that is delivered by dedicated and enthusiastic teachers. Students are to be encouraged to engage in their learning to achieve their potential.

3. **Student Support Policy Directive**
   St Stephen's School is to provide a safe and welcoming place for students to learn, develop and mature in a supportive environment where substantial effort is made to cater for the individual differences of students.

4. **Partnerships & Relationships Policy Directive**
   St Stephen's School shall continue to establish and maintain mutually beneficial relationships that support and enhance the development of students and the school.

5. **Staff Support Policy Directive**
   The leadership team of St Stephen’s School is to support staff members in their commitment to achieve the school’s vision and mission and to value them as members of a professional team.

   St Stephen's School is to provide a high standard of education funded by equitable school fees and levies and supported by the efficient and effective planning and allocation of resources.

7. **School Renewal Policy Directive**
   St Stephen's School must review its performance annually to ensure it maintains high standards and strives for continuous improvement.
Strategic Plan Monitoring

In 2012, the Board established a Strategic Plan for 2012-2016. The plan included a set of strategic goals and performance measures. Table one reports the results against some of the key strategic goals set. The Board will use the 2013 results as a benchmark for future years. The Board’s aim is to at least meet and where possible improve performance over the strategic planning period.

**Table 1 – Strategic Plan Performance Measures & Results**

<table>
<thead>
<tr>
<th>Strategic Goals</th>
<th>Performance Measures</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EDUCATION</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teach students to value their Catholic faith and to actively demonstrate Christian values</td>
<td>- measure of each student’s progress in religious literacy</td>
<td>Year 2 – 100% of students were either at or above the expected standard in R.E.</td>
</tr>
<tr>
<td></td>
<td>- % of students who complete the parish sacramental program</td>
<td>Year 4 – 92% of students were either at or above the expected standard in R.E., with another 6% well above the standard</td>
</tr>
<tr>
<td></td>
<td>- meeting the targets of the school’s outreach initiatives</td>
<td>Year 6 – 100% of students were either at or above the standard in R.E.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>72% of our Year 2 students completed the sacramental program</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The school raised $11,776 for the missions, which was well above our target</td>
</tr>
<tr>
<td>Be recognised as a high quality education institution</td>
<td>- % of parents of students who have left the school who say that they would recommend St Stephen’s School</td>
<td>90% (20) of parents who have left the school and who returned an exit survey said that they would recommend St Stephen’s School to others</td>
</tr>
<tr>
<td></td>
<td>- NAPLAN and other broad-based school performance measures</td>
<td>In nine out of the fifteen NAPLAN areas (Years 3, 5 &amp; 7) our students were either “at” or “above” the National average</td>
</tr>
<tr>
<td>Teach students to work towards becoming independent and responsible learners</td>
<td>- measure each student’s effort in the areas of “Confidence” and “Organisation”, according to report cards</td>
<td>55% of Yr 2 students “generally” or “consistently” demonstrate confidence by “asking questions”</td>
</tr>
<tr>
<td></td>
<td></td>
<td>85% of Yr 2 students “generally” or “consistently” demonstrate organisation by “completing set tasks”</td>
</tr>
<tr>
<td></td>
<td></td>
<td>95% of Yr 4 students “generally” or “consistently” demonstrate confidence by “asking questions”</td>
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<tr>
<td></td>
<td></td>
<td>95% of Yr 4 students demonstrate organisation by “completing set tasks”</td>
</tr>
<tr>
<td></td>
<td></td>
<td>76% of Yr 6 students “generally” or “consistently” demonstrate confidence by “asking questions”</td>
</tr>
<tr>
<td></td>
<td></td>
<td>93% of Yr 6 students “generally” or “consistently”</td>
</tr>
<tr>
<td>% of students requiring behaviour coaching</td>
<td>demonstrate organisation by “completing set tasks”</td>
<td></td>
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<tr>
<td>-------------------------------------------</td>
<td>--------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>% of students requiring behaviour coaching</td>
<td>15% (66) of students attended “Time Out” on one or more occasions during the school year</td>
<td></td>
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</tbody>
</table>

### Provide high quality teaching

- No. of teachers completing pedagogy excellence program
- % of teachers undertaking further professional development
- No. of teachers with academic extensions to their degree
- results to staff survey measuring engagement and job satisfaction

- 7 of our 19 teachers have attained either an Experienced Teacher 5 or 6 rating
- 100% of teachers are involved in ongoing professional development activities
- 8 staff members hold a Masters degree
- According to BCE’s Staff Survey, school staff rated their engagement and job satisfaction, as follows:
  - Engagement 4.58
  - Job Satisfaction 3.93
  The survey used a five point scale with 5 being the highest possible score.

### Provide a range of extra-curricular options that cater for the interests, needs and strengths of students

- Activities on offer during the year

- Examples include: Under 8’s day, Showcase Evening, public performances of school choirs, Catchment Club, Tournament of Minds team, Spanish Fiesta, Algester Idol, Book Week, National Science Week, Christmas Concert, School and Interschool Sport (including: swimming, Futsal, cross country, netball, soccer, touch, athletics, Aussie Rules and basketball)
### COMMUNITY

<table>
<thead>
<tr>
<th>Strategic Goals</th>
<th>Performance Measures</th>
<th>Results</th>
</tr>
</thead>
</table>
| Be a welcoming, inclusive and Christian community | - visible Christian symbols  
- comments in Visitor’s Book | - A crucifix is on display in every classroom and meeting room  
- Our new chapel features a new large crucifix and a new altar  
- A new mural was painted on the front of the school hall and it includes Christian symbols in its design |
| Create and sustain a place of worship for students and the community | - number of liturgies and religious celebrations  
- establish a sacred space for the celebration of liturgies, spiritual reflection and comfort | - School and class liturgies were held on a regular basis throughout the year. Parish priest or associate priest celebrated many of these liturgies  
A new chapel has been opened for year level and class use |
| Engage with wider community groups (charities, sport, arts, environmental & other) | - number of events staged  
- register of community bodies/groups with whom we have a connection | - Our school was involved in many public events, including: two Anzac Day ceremonies, Spring Fair entertainment items and choir and band competitions  
- Our school has strong links with other local Catholic Schools, Carrington RSL, LJ Hooker Algester and Algester State School |
<p>| Encourage and receive school community support | - families who donate time and/or resources to the school | - In 2013, 285 parents completed the Volunteers Program |
| Provide a safe environment | - results of our annual WH&amp;S audit | - An annual WH&amp;S report is submitted to BCE. |</p>
<table>
<thead>
<tr>
<th>Strategic Goals</th>
<th>Performance Measures</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charge accessible and affordable school fees and levies</td>
<td>- total fee structure as compared to schools of similar SES</td>
<td>- Currently high compared to other nearby schools</td>
</tr>
<tr>
<td>Provide access to contemporary technology</td>
<td>- successful implementation of ICLT Plan</td>
<td>- 1 to 1 laptop program has been introduced to Yr 5 in 2014.</td>
</tr>
<tr>
<td>Manage the budget conservatively and in a manner that is accountable to the school community</td>
<td>- budget is balanced over a three year time frame</td>
<td>- Last three years showed an average deficit of $5890, mainly due to capital expenditure on Sheepstation Gully in 2012.</td>
</tr>
</tbody>
</table>
Review of School Performance

Each year St Stephen’s conducts an internal review (validation) on various aspects of Catholic primary school education. The review identifies strengths and weaknesses and the findings are reported to Brisbane Catholic Education, the School Board and St Stephen’s school leadership team. The purpose is to continuously improve education delivery.

Validation covers a wide range of Catholic school activities; therefore, it is conducted over a five year period. Table 3 identifies the areas reviewed over the last five years.

Table 3 – Internal Review Topics 2009 to 2013

<table>
<thead>
<tr>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learning &amp; Teaching of Religion</td>
<td>Assessment of Student Learning</td>
</tr>
<tr>
<td>Vision for Learning</td>
<td>Reporting</td>
</tr>
<tr>
<td>Curriculum</td>
<td>Budgeting &amp; Finance</td>
</tr>
<tr>
<td>IC&amp;LT Resourcing</td>
<td>Planning &amp; Reporting</td>
</tr>
<tr>
<td>Partnerships</td>
<td>Accountability</td>
</tr>
<tr>
<td>Relationships with parents, care givers &amp; local community</td>
<td>Monitoring &amp; Self Review</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>2012</td>
</tr>
<tr>
<td>Social Action &amp; Justice</td>
<td>Evangelisation and Faith Formation</td>
</tr>
<tr>
<td>Learning and Teaching</td>
<td>Student Wellbeing and Pastoral Care</td>
</tr>
<tr>
<td>Cultural Diversity</td>
<td>Professional Practice</td>
</tr>
<tr>
<td>Professional Learning Community</td>
<td>Learning and Management (IC&amp;LT)</td>
</tr>
<tr>
<td>Staff Engagement and Participation</td>
<td>Evaluation and Forward Planning (Student Learning)</td>
</tr>
<tr>
<td>Equity and Stewardship</td>
<td>Gifted and Talented</td>
</tr>
<tr>
<td></td>
<td>Learning and Teaching (IC&amp;LT)</td>
</tr>
</tbody>
</table>

2013
- Religious Identity and Culture
- Curriculum Design & Implementation
- Professional Practice and Collaborative Relationships
- Strategic Resourcing

Over the last five years St Stephen’s has performed well in all areas; however, there are always opportunities for improvement. Excerpts from our 2013 School Validation process are shown in Table 4. The table summarises school achievements and strategies for improvement in the four areas that were reviewed in 2013.

Table 4 – Examples of 2013 School Validation Results

<table>
<thead>
<tr>
<th>Area under review</th>
<th>Achievements</th>
<th>Strategies for Improvement</th>
</tr>
</thead>
</table>
| Religious Identity and Culture     | •A sacred space for class and year-level liturgies, with a new altar, crucifix and curtaining to provide a prayerful atmosphere has been completed and is ready for use.  
•Students show reverence and respect during whole school and year-level liturgies. This is a feature of St Stephen's School and reflects the importance placed on prayer and worship within the school. | •Erect a large religious symbol on the front wall of our hall, so that it can be easily seen from the street.  
•Install joinery and provide some cushions and small religious symbols in the sacred space to create a welcoming place for prayer and reflection. |
Our mission projects are well-supported. Caritas has complimented our school as one that has raised significant funds for the missions. When we donate funds to St Vincent de Paul, they also compliment us on the amount that we have managed to raise.

### Curriculum Design & Implementation

- A collaboratively written Vision for Learning and Teaching has been completed.
- Regular planning days for teaching staff have been scheduled.
- Our timetable of non-contact time allows for weekly teacher planning and moderation sessions.
- The curriculum section of the staff portal is organised to support teaching staff with planning templates, resources and reference materials in line with school planning expectations.
- Teachers regularly use data to inform planning for curriculum and to meet the needs of individual students.
- Create additional documentation to enhance the best practice approach to the teaching of literacy and numeracy, as part of our whole school approach to these areas.
- Target further staff meetings and professional development days to develop effective assessment strategies and ways to collect evidence about student achievement and learning.
- Use our Vision for Learning and Teaching as a starting point for the planning of units.
- Investigate the opportunity to purchase additional interactive whiteboards to assist with the achievement of curriculum outcomes.
- Introduce a 1:1 Laptop Program in 2014 to create new opportunities for students to access the curriculum.

### Professional Practice and Collaborative Relationships

Professional learning plans are linked to school goals.

- Work collaboratively on an application form for staff to attend professional development opportunities.

### Strategic Resourcing

- There has been a 50% reduction in photocopying.
- Some families in need are receiving support from the staff and P & F of St Stephen’s School.
- Senior students are actively encouraging other students to act in an environmental sustainable manner.
- Provide time at a staff meeting for teachers to explore the teacher resource section of the library.
- Work with the School Board to come up with a 3-5 year plan that outlines how the facilities and resources of our school can be maintained.
- Update the school’s maintenance plan.

### School Website

With the continuous development of digital technologies, a current and vibrant website is critical for all organisations, including schools. The Board invested considerable time into an in-depth review of the St Stephen’s School website. A number of changes were suggested and implemented with the aim of promoting our school in the most effective way.

The Board believes that St Stephen’s is in a unique position and promotion of our exceptional facilities via the website is critical. The information on the school’s website is constantly being updated and, as such, the review and (if necessary) improvements will become a regular agenda item for the Board.

### 1:1 Laptops

Following the decision in 2012 to introduce a two year 1:1 laptop program for senior students, the Board held lengthy discussions regarding the implementation of this program that will see every student in Year 5 have access to a 1:1 laptop computer in 2014.
The program commences in 2014 with our Year 5 students receiving their laptops early in the school year. After the three year roll-out period, all Year 5 and 6 students will have laptops. The school will also have access to laptops from the previous year's graduating class. This provides an efficient replacement program for our ageing computers.

The board referred to input from key stakeholders regarding best practice for our 1:1 laptop program. After careful consideration, the decision was made to provide Apple Mac Air laptops and supply the students with a hard protective case and cover to protect them.

The 1:1 plan will provide senior students with an enriched technological environment which will give them the best possible preparation as they move into secondary schooling.

2014 Budget and School Fees

Each year the Board sets a budget and school fees for the following year. The aim of the school board is to provide a balanced budget over a three year period.

With the completion of all major construction projects, the Board's focus now shifts to maintenance, educational resources and the beautification of our school grounds.

Setting school fees is always a difficult task as the school has significant running costs and an endless list of potential resources that can assist with our children's education. The majority of Board members have children attending school and a lot of time is invested to get the balance right between resourcing and increasing school fees.

For 2014 the Board approved a modest increase of around 2.5% above the school fees set for 2013. Our aim for next year is to keep the increase below CPI, if at all possible.

St Stephen's is in the very fortunate position of having excellent and unique education facilities and resources. The Board wishes to maintain and develop these resources while keeping school fees comparable to similar Catholic primary schools.
FINANCIAL REPORT

The building and operational costs of St Stephen's School are funded from the fees and levies charged and grants from Commonwealth and State governments (coordinated by Brisbane Catholic Education (BCE)). This financial report is for accounting transactions managed and controlled by the school. Some costs are absorbed directly by BCE and, therefore, are not included in this financial report, e.g. BCE funded staff members.

BCE supply and pay for most staff positions based on a student enrolment formula. Additional positions to the BCE allocation are the responsibility of the school and are, therefore, included in this report.

BCE also provides (at no direct cost to the school) a wide range of services to support the curriculum, students and staff. In addition, to assist the school's capital requirements, BCE provides access to a cost-effective financing facility through the Archdiocesan Development Fund (ADF). This facility has enabled the building of classrooms, the library, playing fields and other infrastructure.

The P&F, through its annual levy, provides school resources and assists in the repayment of the oval re-development loan. The oval loan is scheduled to be paid off in 2016.

Statement of Financial Performance Note
The Board's objective is to achieve a balanced budget over a three year period which is why in some years the school achieves a surplus and in other years it does not. In 2012, the financial performance reported a loss of $129,357; however, this loss was offset somewhat by a surplus of $32,639 in 2013. The Board has budgeted for a neutral result in 2014.

During the construction phase of the school, the timing of major capital works led to large variances in financial performance results from one year to the next. As major capital works have been completed annual variances will be smaller in the future.

Over the next few years the Board will start redirecting capital loan repayments to maintain and enhance existing facilities. In addition, the Board will aim to keep 2015 fee increases below the consumer price index for 2014.

Statement of Financial Position Note
In 2013, net assets were valued at $13,806,820, which is an amount that is $470,000 higher than last year's valuation. This reflects the completion of major building projects for the school and the gradual repayment of capital loans. This trend is likely to continue over the next few years.
### Statement of Financial Performance

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
<th>2014 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>School fees and levies</td>
<td>786,036</td>
<td>757,328</td>
<td>929,437</td>
</tr>
<tr>
<td>Grants</td>
<td>272,340</td>
<td>360,971</td>
<td>200,623</td>
</tr>
<tr>
<td>Trading operations</td>
<td>18,404</td>
<td>40,501</td>
<td>37,866</td>
</tr>
<tr>
<td>Other income</td>
<td>92,830</td>
<td>35,595</td>
<td>17,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,169,610</td>
<td>1,194,395</td>
<td>1,184,926</td>
</tr>
<tr>
<td><strong>Operating expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; wages</td>
<td>368,847</td>
<td>448,434</td>
<td>353,818</td>
</tr>
<tr>
<td>Tuition resources</td>
<td>91,539</td>
<td>94,790</td>
<td>100,930</td>
</tr>
<tr>
<td>Excursions &amp; camps</td>
<td>85,162</td>
<td>84,272</td>
<td>156,375</td>
</tr>
<tr>
<td>Administrative expenses</td>
<td>35,041</td>
<td>36,917</td>
<td>30,332</td>
</tr>
<tr>
<td>Utilities, cleaning &amp; security</td>
<td>213,605</td>
<td>196,921</td>
<td>215,430</td>
</tr>
<tr>
<td>Maintenance</td>
<td>80,497</td>
<td>134,630</td>
<td>108,700</td>
</tr>
<tr>
<td>Archdiocesan education levy</td>
<td>89,359</td>
<td>125,085</td>
<td>97,575</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>964,050</td>
<td>1,121,049</td>
<td>1,063,160</td>
</tr>
<tr>
<td><strong>Operating result</strong></td>
<td>205,560</td>
<td>73,346</td>
<td>121,766</td>
</tr>
<tr>
<td><strong>Capital Revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Levies</td>
<td>145,841</td>
<td>149,605</td>
<td>160,415</td>
</tr>
<tr>
<td>Non-recurrent grants</td>
<td>29,868</td>
<td>75,665</td>
<td>-</td>
</tr>
<tr>
<td>Donations</td>
<td>32,045</td>
<td>56,252</td>
<td>37,646</td>
</tr>
<tr>
<td>Loans drawn</td>
<td>-</td>
<td>122,243</td>
<td>67,000</td>
</tr>
<tr>
<td>Other capital revenue</td>
<td>80,702</td>
<td>-</td>
<td>15,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>288,456</td>
<td>403,765</td>
<td>280,061</td>
</tr>
<tr>
<td><strong>Capital Expenditure</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property plant &amp; equipment</td>
<td>113,041</td>
<td>264,255</td>
<td>105,500</td>
</tr>
<tr>
<td>Loan repayments</td>
<td>278,044</td>
<td>249,257</td>
<td>243,099</td>
</tr>
<tr>
<td>Interest expenses</td>
<td>70,292</td>
<td>92,956</td>
<td>53,099</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>461,377</td>
<td>606,468</td>
<td>401,698</td>
</tr>
<tr>
<td><strong>Capital Result</strong></td>
<td>-</td>
<td>172,921</td>
<td>-</td>
</tr>
<tr>
<td><strong>Capital Result</strong></td>
<td>32,639</td>
<td>-</td>
<td>129,357</td>
</tr>
<tr>
<td><strong>Combined Result</strong></td>
<td>32,639</td>
<td>-</td>
<td>129,357</td>
</tr>
</tbody>
</table>

St Stephen’s School Board Report for 2013
### Statement of Financial Position

#### ASSETS

**Current assets**

<table>
<thead>
<tr>
<th>Description</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash at bank</td>
<td>153,218</td>
<td>148,900</td>
</tr>
<tr>
<td>Receivables</td>
<td>85,464</td>
<td>64,634</td>
</tr>
<tr>
<td>less provisions</td>
<td>- 26,409</td>
<td>- 19,795</td>
</tr>
<tr>
<td>GST clearing a/c</td>
<td>3,584</td>
<td>9,752</td>
</tr>
<tr>
<td>LSWT Grant</td>
<td>-</td>
<td>29,868</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td><strong>215,857</strong></td>
<td><strong>233,359</strong></td>
</tr>
</tbody>
</table>

**Non-current assets**

<table>
<thead>
<tr>
<th>Description</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>2,662,394</td>
<td>2,662,394</td>
</tr>
<tr>
<td>Buildings</td>
<td>13,499,399</td>
<td>11,323,270</td>
</tr>
<tr>
<td>less depreciation buildings</td>
<td>- 1,697,715</td>
<td>- 1,317,000</td>
</tr>
<tr>
<td>Plant &amp; equipment</td>
<td>966,773</td>
<td>828,495</td>
</tr>
<tr>
<td>less depreciation P&amp;E</td>
<td>- 694,977</td>
<td>- 573,089</td>
</tr>
<tr>
<td>Capital works in progress</td>
<td>-</td>
<td>2,108,103</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td><strong>14,735,874</strong></td>
<td><strong>15,032,173</strong></td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>14,951,731</strong></td>
<td><strong>15,265,532</strong></td>
</tr>
</tbody>
</table>

#### LIABILITIES

**Current liabilities**

<table>
<thead>
<tr>
<th>Description</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>32,396</td>
<td>55,770</td>
</tr>
<tr>
<td>Fees paid in advance</td>
<td>-</td>
<td>9,540</td>
</tr>
<tr>
<td>P&amp;E levy</td>
<td>5,978</td>
<td>4,786</td>
</tr>
<tr>
<td>Capital income unexpended</td>
<td>-</td>
<td>29,869</td>
</tr>
<tr>
<td>Other current liabilities</td>
<td>1,400</td>
<td>3,750</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td><strong>39,774</strong></td>
<td><strong>103,715</strong></td>
</tr>
</tbody>
</table>

**Non-current liabilities**

<table>
<thead>
<tr>
<th>Description</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrolment bonds</td>
<td>13,800</td>
<td>-</td>
</tr>
<tr>
<td>Building loans (ADF)</td>
<td>1,091,337</td>
<td>1,369,380</td>
</tr>
<tr>
<td>Other capital loans</td>
<td>-</td>
<td>460,179</td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td><strong>1,105,137</strong></td>
<td><strong>1,829,559</strong></td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td><strong>1,144,911</strong></td>
<td><strong>1,933,274</strong></td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td><strong>13,806,820</strong></td>
<td><strong>13,332,258</strong></td>
</tr>
</tbody>
</table>

#### ACCUMULATED FUNDS AND RESERVES

<table>
<thead>
<tr>
<th>Description</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retained earnings</td>
<td>11,776,671</td>
<td>11,411,295</td>
</tr>
<tr>
<td>Third party capital contributions</td>
<td>3,771,867</td>
<td>3,662,681</td>
</tr>
<tr>
<td>Asset revaluation reserve</td>
<td>- 1,741,718</td>
<td>- 1,741,718</td>
</tr>
<tr>
<td><strong>TOTAL ACCUMULATED FUNDS AND RESERVES</strong></td>
<td><strong>13,806,820</strong></td>
<td><strong>13,332,258</strong></td>
</tr>
</tbody>
</table>