

# Calvary Christian College

*A Ministry of Logan Uniting Church*



## 2010

# ANNUAL REPORT

# 2010 ANNUAL REPORT TABLE OF CONTENTS

1.	College Council Chairman’s Report .....	2
2.	Principal’s Annual Report 2010 .....	4
	• Appendix One: A Summary of 2010 Goals and Projects .....	12
	• Appendix Two: Analysis of 2010 OP Scores .....	19
	• Appendix Three: Main Destinations of Year 12 Completers .....	20
	• Appendix Four: Samples of Literacy and Numeracy Tests 2010 .....	21
	• Appendix Five: Strategic Plan 2011-2015 .....	23
	• Appendix Six: Photos of MPV.....	26
	• Appendix Seven: Photos of ICT Services Centre .....	26



## College Council Chairman's Report

I believe the year we have come through has been an exciting one in many ways and in other ways quite challenging. It probably goes without saying with nearly 1300 students and staff numbers in excess of 130 that issues will crop up from time to time but in the same vein there will be many issues overcome.

It had been anticipated that the Multi Purpose Venue would have been completed before the end of 2010 but some difficulties have been encountered with the result that the handover will not be until well into the first term of 2011. I can assure you that when all matters have been attended to we will have a building well worth what has been spent on it. Many thanks must go to our Principal, Mrs Hockey, Business Manager, Mr Taylor and the College Council Property Coordinator, Mr Grant Bishop for ensuring we have a quality building.

Whilst much of our focus in relation to property matters has been on the Multi Purpose Venue there have been many other projects ably completed by our own property personnel who were more than ably led by the Property Manager, Terry Kuss. Some of these include: the prep playground, top dressing of oval, terracing decks, shading of playgrounds and stage 1 of beautification of entrance, all at Springwood Campus, IT Service Centre refurbishment, sewerage infrastructure upgrade, beautification of grounds generally, including seating in strategic positions, shading in Junior School playgrounds and air conditioning in Ann Doyle building all at Carbrook Campus. These projects were carried out in addition to the many regular maintenance jobs required to be completed around both campuses.

As had been anticipated, the flow-through of the Global Financial Crisis continued to have an impact on our College community and we saw quite a number of students depart from the College (and I might say this has occurred in many other Colleges) due to finances being strained. Where possible, we endeavoured to negotiate and continue to negotiate with parents' repayment arrangements to help them through any difficult times they may be experiencing. We were also mindful of the strain in people's budgets and were able to contain increase in fees, as a percentage term, to the lowest for many years for the 2011 year.

God is good, and whilst a reduction in student numbers does have an effect on our cash flow, the supplementation payment received from the Government at the end of the year was by far the highest we have ever received. This greatly assisted us along with our prudent financial management.

Out with the old and in with the new as our five year strategic plan came to an end and consideration was given to the direction that the College should take over the next 5 years. Much time has been spent in formulating the new strategic plan with input obtained from various representatives of the whole College community. College Council set aside a full day in order to focus on our direction and I believe the plan sets us up, after much prayer, for the College we would like to be.

Throughout the year the College Council deliberated on many other matters. We wrestled with the “Laptop” program, and whilst we need to encompass the “digital age” feedback on the cost of the program in its present form was proving prohibitive. With the support of the Federal Government’s Digital Education Revolution funding we were able to modify the program to more acceptable cost levels for families.

The end-of- year celebrations again brought much joy and excitement. We saw the various grades celebrate what has been another exciting year in the life of Calvary Christian College. The Year Twelve cohort again displayed what Calvary is all about as we encouraged them into their future at the graduation and valedictory services. They displayed their maturity at their formal. Many of these students had spent their entire schooling at the College. Whilst the Graduation and Carbrook Junior celebrations were held at Hillsong Church, as a departure, Springwood held their celebration at Highway Christian Church, Ormeau. Plans for 2011 could see us using the new Multi Purpose Building for these celebrations.

Again the achievements throughout the year would not have occurred without the assistance of so many people. My thanks go to Parents and Friends Associations for their enthusiasm in fund raising and providing many additional facilities which enhance the College. We are grateful to the State and Federal Governments for both grant money for capital expenditure and recurrent expenditure. Without this assistance the College would cease to exist. We acknowledge the dedication and service of the staff, whether it has been in the teaching area, administration or property maintenance. Finally, to my fellow College Councilors, their support throughout the year has been invaluable and I thank them for this.

Throughout the year we have continually seen the God we serve meet every situation and we give Him all Honour and Glory and Praise for another great year.

Alex Young  
Chairman

# Principal's Report

## 1 Introduction

It is a pleasure to present my third annual report of Calvary Christian College. I am indebted to the College Council and our College community for their support throughout the year.

2010 was the final year of the 2006-2010 Strategic Plan and a time of preparation for the next five years in the life of the College. While preparing the Strategic Plan much time was spent in discussion, reflection and prayer about the vision of the College for the next five years. This process was an exciting one for the many stakeholders involved. The year was also very challenging with many families suffering the long-term ill-effects of the Global Financial Crisis and struggling to pay fees. It was during this time of uncertainty that the College continued to demonstrate its character as a place of hope and stability. The College Council displayed wise oversight and strong governance by being sensitive to the financial pressures faced by families while ensuring prudent financial oversight, and the College staff pulled together to ensure prudent stewardship of the College's resources. I am grateful for working in such a strong and positive Christian community.

### Highlights for 2010 include:

- The completion of the 2006-2010 Strategic Plan "Growing in the Light of Christ"
- The construction of the Multi-Purpose Venue
- The implementation of the Tablet Program in Year Eight
- Continued investigation and subsequent recommendation for the implementation of a new Junior School teaching and learning pedagogy
- The continued development of a strong Christian and caring community
- The enhancement of the school culture in personal presentation and behavioural expectations
- The installation of more playgrounds in the Junior School campuses.

## 2 Goals for 2010

The College identified a total of fifty goals for 2010 across the five major areas of the 2006 -2010 Strategic Plan. A table outlining each of these within a specific project is attached to this report in Appendix One. Good progress was made overall in almost all areas.

## 3 Progress Report on Teaching and Learning

### 3.1 Role of Head of Teaching and Learning Prep-Year 12:

The appointment of the part-time Junior School Curriculum Coordinator in 2010 has ensured a more realistic workload for the Head of Teaching and Learning. Under the oversight of Head of Teaching and Learning, the JS Curriculum coordinator spent considerable time investigating the PYP program and planning for the commencement of implementation of the program in 2011. Both the Head of Teaching and Learning and the JS Curriculum Coordinator spent much time preparing

teaching staff for the roll-out of the Australian curriculum from 2011 and the ensuing years. Due to ongoing strategic initiatives in teaching and learning, the job description of the Head of Teaching and Learning was again tweaked in preparation for 2011 when more of her focus will be on the roll-out of the Australian Curriculum in the College and the successful implementation of the laptop program in the Middle and Senior Schools. The role the Head of Teaching and Learning is responsible for the oversight of the Heads of Faculty in their teaching and learning roles.

### 3.2 Introduction of Year Eight Tablet Program:

2010 was the second year in the roll-out of the *iLearn 2020* computer tablet program which was introduced as part of the College's strategic plan. Despite initial setbacks in the transition of the program to Year Eight, the program successfully got up and running with enhanced learning as demonstrated via various ICT events such as SciTech and the Short Film Festival. Its ongoing success necessitates the continual professional development of teaching staff and time release for teachers to plan collaboratively. Another consideration was to extend the lengths of daily teaching lessons in 2011.

### 3.3 Junior School Teaching and Learning Pedagogy:

After further investigation of a Junior School teaching and learning pedagogy which would embrace 21<sup>st</sup> century skills without compromising on teaching from a Christian worldview, a recommendation was made to the College Council to pursue candidacy for the implementation of the International Baccalaureate Primary Years Programme. During the year the Head of Teaching and Learning, the Heads of Junior School, the Junior School Curriculum Coordinator and the Principal undertook prerequisite PYP training to assist administrators to acquire an understanding of the PYP Course. The tenets of PYP were conveyed to staff and groundwork put in place for cross campus planning of Junior School teachers.

It is noted that PYP is a teaching and learning pedagogy, not a curriculum. It is intended that the College will ensure the inclusion of a Christian worldview in the planning and assessment strategies.

## 4 Students

### 4.1 Activities and Achievements:

In 2010 a variety of programs, curricular and co-curricular activities were provided in the academic, cultural, sporting, and spiritual domains. Some of the highlights for the year included:

- Service: Opportunities for service continued throughout the year with students of all ages being encouraged to serve the needs of others. Again, there was significant fundraising for World Vision, the Blind Mission and Operation Christmas Child. The annual Amnesty Day service, organized by Year Twelve students, was an effective means of challenging our community on issues of social justice and how we can make a stand about the exploitation of young children as work labourers.
- Certificate III in Christian Ministry and Theology: This course, which commenced with four students, was trialed in 2010 and proved to be very successful. The course will continue in 2011.
- The You Can Do It Program (YCDI) continued to expand across the College in 2010. In the Junior School (JS) it was unpacked to reflect a Christian worldview and to be further integrated in the JS culture. Middle School (MS) Year Level Coordinators directly addressed

the YCDI program through their assemblies and their interaction with students. The Senior School (SS) assemblies addressed the Five Foundations and Habits of the Mind.

- *Sport:* Calvary had a successful year in interschool sporting competitions, winning the percentage trophy in the Pacific District Swimming and a host of District and Brisbane Christian School championships in netball, soccer, touch and futsal. We were delighted that the Calvary Christian College U14 boy's team was the Australasian Cup Futsal champions. Community Sport has grown in size and success with a number of students participating in the Logan Uniting Church Soccer Club and the Underwood Park Netball Association. Two of the teams succeeded in winning the grand finals.
- *Calvary Business Week:* The annual Calvary Business Week (CBW) again provided our Year Ten students with the opportunity to plan and strategise in the development and delivery of business plans. The popular annual event was eagerly anticipated by the students and very well supported by parents. We are grateful to the huge effort of the staff over the week and acknowledge the efforts of Mr Darren Bennett, Head of the Business and Technology Faculty, and Miss Jessica Prouten the staff member who organised the event.
- *Sheep and Cattle Show Team:* There were many achievements in the Sheep and Cattle Show teams at various local and country shows. For the first time in a few years, the Sheep and Cattle Teams successfully entered into the Local Ekka. We are grateful to the support of the P&F Parent Support group who fundraise and provide invaluable support at the Cattle and Sheep Shows.
- *School-based traineeships and apprenticeships and work experience:* Students have the opportunity to commence a contracted part-time traineeship or apprenticeship over a period of one to two years, while still attending college; this involves paid work for an employer for the equivalent of one day per week, and completion (free of cost) of a nationally accredited Certificate 2-4 qualification in the relevant trade or field of employment. This year we have had twenty students involved in the program. In the past year approximately forty students have undertaken work experience placements.
- *TAFE and university partner programs:* Under these programs, which open up a range of learning pathways, students may replace a Calvary subject by taking up the study of a TAFE or university subject for the equivalent of one day per week. This year twenty six students were enrolled in Certificate I or III courses or entry level diploma subjects at Metropolitan South TAFE, Southbank Institute of Technology or SKillsTech Australia. Six of our Year Twelve students undertook the study of university subjects under programs offered by Griffith University, QUT, the University of Queensland and Christian Heritage College.
- *Debating and Public Speaking:* Debating teams from Calvary Christian College made a name for themselves by reaching the final rounds of the Queensland Debating Union (QDU) Year Eight competition. In addition, Calvary teams reached the finals in the Beenleigh Rotary Debating Competition. Public speaking has recently resumed at Calvary. Junior and Middle/Senior School participated in a variety of competitions with three students receiving places in the finals of the A B Paterson Public Speaking Competition.

- Readers' Cup: Two Middle School teams competed against other schools in the Bayside Region. Our Year 7 team competed against 16 other schools and won the Bayside Region Readers' Cup Challenge.
- The Gifted and Talented program: The program at the Springwood campus led to the students implementing "waste wise" practices on the campus.
- Competitions: Students have achieved Distinctions in the International English, Mathematics and Science competitions.
- Cultural:  
The quality and breadth of many events during the year demonstrate the flourishing cultural life of the College and Calvary's commitment to developing the artistic talents of students.
  - Once again, Calvary students took to the stage at the Conservatorium of Music, presenting a diverse and entertaining program. The theme of the **Showcase** concert was 'The Rhythm of Life' and the audience was taken on a roller coaster of emotions.
  - The annual **ArtsFest** week showcased to the wider College community the talents of students of drama, music and art. The finale of the week was a production of the Gilbert and Sullivan musical, **'The Pirates of Penzance'**.
  - Three Calvary College students broke the mould at Logan Art Gallery's annual **Artworks' exhibition for schools** after being asked by the gallery's promotional manager to showcase the creativity and talent being developed at Calvary through graphic design programs in Visual Art on one wall of the gallery. As a rule, artworks from more than 30 schools are usually separated and spaced throughout the gallery.
  - The expanded cultural program, **'Christmas in July'**, again proved to be an excellent means of showcasing the talent of the instrumental music students and students in choirs.
  - The **J-team and Shine groups** combined to work, during Semester One, on a presentation called 'The Great Exchange'. During Calvary Artsfest, the Shine team presented dance–drama to 'Our God Reigns Here'.
  - The **Under Eights' Day** celebration and **Grandparents' Day** were again enjoyable and very successful community builders.
  - The annual **Year Six musical**, 'It's Cool in the Furnace", and the annual literature festival at Carbrook campus were popular and enriching events.
- Student Leadership:  
*Senior School:*
  - The Student Representative Council worked very effectively. Fine student leadership was demonstrated.
  - The new Senior School Sports Council established and organised community building activities. The introduction of the new House Cup resulted in increased House Spirit.



- The Peer Mentoring program, led by Year Twelve students, was an effective means of fostering a culture of care and support as well as developing student leadership.

*Middle School:*

- The increased lunchtime activities directly lead by Middle School leaders strengthened the Middle School culture. This was evidenced in a significant decrease in number of demerits, detentions and suspensions for Middle School students.
- The annual Grow conference (God Rocks Our World) was an effective means of encouraging students' faith walk and a vehicle for fostering leadership in the organising committee.

*Junior School:*

- Junior School peer mentoring and the JS Ambassadors programs continued and value-added to the JS culture.

- Green Week: Green week, which included a 'Fresh food' day, served as an effective means of encouraging students to become responsible stewards of the Creation.

#### 4.2 Academic Achievements:

##### 4.2.1 Year Twelve OP Results: *(For details of results, refer to Appendix Two.)*

Fifty-three percent of our students attained an OP between one and ten. These solid results are considerably better than the state and one of best in the life of our College. The College Dux attained an OP One and many of our students achieved to their potential and have been offered a Tertiary position of their choice or are pursuing an apprenticeship. We congratulate our staff and students for their efforts

##### 2.2.2 Tertiary Entrance Offers:

92.6% of our 2010 graduates who applied for a Tertiary place received an offer for 2011 admission. Tertiary places include diploma and bachelor level courses. The most popular courses pursued by our 2010 graduates are: Education, Engineering, Nursing, Arts and Law.

##### 2.2.3 Main Destinations of Year 12 Completers for Calvary Christian College, 2009:

Of note, is the high proportion of our students pursuing tertiary studies (54.2%), as well as vocational education and training (26.4%). These results compare favourably with the Logan and Brisbane districts. *(For further details, refer to Appendix Three.)*

4.2.4 National Testing Literacy and Numeracy Results (NAPLAN): Our students also achieved very well this year in the Years 3, 5, 7 and 9 National Literacy and Numeracy Tests. It is pleasing to note that students have achieved above the State averages in all areas and a very high percentage of our students have achieved at or above the National Minimum Standards (NMS). *(For further details, refer to Appendix Four.)*

## 5 **Staffing, Management and Governance**

### 5.1 Staffing:

#### 5.1.1 Junior/Middle/Senior Schools:

Staffing on both JS campuses was relatively stable with the exception of a few staff who took maternity leave and a staff member who had extended sick leave. The

Mathematics/Science Faculty, however, had a difficult year with a number of staff changes that were necessitated due to changes in employment and maternity leave. Despite these changes, the Faculty staff pulled together well, under the fine leadership of the new Head of Faculty, and continued to deliver quality of teaching and learning programs.

#### 5.1.2 ICT Department:

The new team of staff in the ICT Department moulded together as a team, thanks to the leadership of the Director of ICT. The combined expertise of the new team members contributed to the stabilisation of ICT technical infrastructure and services provided, the streamlining of the deployment of tablets, training of students and parents, as well as the efficiency of maintenance and back-up services provided to staff and students with College computers. The construction of the ICT Services Centre was a great morale booster for the ICT department and contributed to the efficient delivery of services.

The Director of ICT worked closely with the Head of Teaching and Learning in providing professional development and supporting teachers in integrating ICT into teaching and learning. Much time was spent in deliberation by the Director of ICT on clarifying the (Key Performance Indicators (KPIs) of the Digital Educational Revolution and determining a more cost-effective laptop program for families to be effective from 2010.

#### 5.1.3 Resignations/Completed Contracts:

At the end of 2011 one staff member completed a teaching contract, one administration staff member completed her contract, two teachers went on maternity leave, one teacher took twelve months leave to study, one teacher retired, three teachers sought alternative work (two offered promotional positions), a childcare worker pursued full-time study and an administration staff member left due to the demands of work and family. Over the holidays a part-time teacher resigned to accept work as a full-time teacher and an ICT staff member left to relocate overseas.

#### 5.2 Kingdom Kids Childcare Centre:

The Childcare Centre has gone from strength to strength. Staffing is stable, enrolments have increased to over 80%, and the Centre has been recognised increasingly in the wider community. The provision of a Pre-Prep educational program, taught by a fully qualified teacher, has prepared the children very well for school and attracted enrolments.

#### 5.3 Outside School Hours Care (OSHC):

The appointment of the Coordinator of Early Learning and OSHC has ensured a streamline and coordinated approach to the provision of OSHC on both campuses. OSHC systems were reviewed in 2010 resulting in key staffing protocols and changes in enrolment protocols for 2011.

#### 5.4 Creche and Kindergartens (C and K's):

Stronger links were forged with the C and K's.

#### 5.5 Strategic Plan:

The Strategic Plan 2011-2015 has been compiled after extensive consultation with all College stakeholders throughout much of 2010. 'Transforming Lives...Equipping for the Future' is the theme of this 2011-2015 Strategic Plan. This theme gives expression to our new Mission Statement, 'Transforming lives through quality education and discipleship'.

Over the past few years, much of the focus has been on the provision of facilities for our students. This has largely been achieved and our attention will now turn to maintaining and upgrading these facilities.

The two key elements of this Strategic Plan are: firstly, to build on the Christian ethos on which the College was established and, secondly, to enhance student learning through innovative curriculum delivery to meet the changing demands of the world of work.

The Strategic Plan consists of nine strategic intents: *(Refer to Appendix Five for further details)*

- i. Authentic Christian Discipleship
- ii. Innovative Curriculum Delivery
- iii. Excellence in Learning
- iv. Professional Learning Community
- v. Promoting Health and Well-Being
- vi. Vibrant Community Engagement
- vii. Empowering Student Leadership and Service
- viii. Quality Facilities and Resources
- ix. Robust Governance and Management

## **6 Facilities**

### **6.1 Some of the facilities include:**

6.1.1 Construction of new Multi-Purpose Venue (MPV): 90% of the MPV was completed by December, 2010. The finalisation of the building will provide a venue for many celebrations and special events including the provision of comfortable facilities for parent information evenings and student assemblies. The College is grateful for the Commonwealth Government's funding from Building for an Education Revolution. *(Refer Appendix 6)*

6.1.2 Beautification of Springwood entrance: Improvements to Springwood included additional fencing, landscaping and additional plants. Feedback from the parents in the Springwood community has been very positive about the beautification.

6.1.3 Landscaping of Gotfredsen/Ann Doyle area: Landscaping was completed with positive feedback from both students and parents.

6.1.4 Construction of ICT Services Centre and Library Extension: The ICT Services Centre was completed by an internal project team, providing positive feedback and boosting staff morale. *(Refer Appendix Seven)*

6.1.5 Outdoor Seating and Shade: Additional seating was installed at Springwood and Carbrook campuses including the Ann Doyle building area and the Year Seven area.

6.1.6 Digital Educational Revolution (DER): After a long process of clarifying the DER KPIs, a decision was made to purchase laptops with the DER funding. It is planned that these laptops will be provided to every student in Year Ten cohorts, at minimum cost, over the next four years.

### **6.2 Parents and Friends Contribution:**

The financial contribution of the P and F has been significant. Funds contributed, among other things, to the provision of shade covers over JS playgrounds on both campuses, seating for the

MPV, air conditioning for the Ann Doyle building, outdoor seating, and the support of the Chaplaincy fund. A considerable amount was paid off the loans that each P and F had previously arranged for the purchase of facilities for the College. We are indebted to the P and F for the huge amount of time and energy that they have invested into the College.

Also, appreciation is expressed for the huge effort of parents in the preparation and organisation of the Mothers' and Fathers' Day stalls, the World Teachers' Day morning tea, and supporting the College in other capacities.

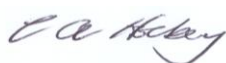
I have also appreciated the contribution of families in varying capacities through the year. Whether it is providing assistance in classrooms and tuckshop, fundraising, supporting the Sheep and Cattle Shows, Tonga Mission Outreach, attending special events and supporting their children in attending parent meetings, practically supporting those in need and praying for them – these cumulatively contribute to Calvary being a vibrant Christian community.

## **7 Conclusion**

I wish to express my gratitude for the support I have had from staff, the College Executive and from the College Council in 2010. Our staff are to be commended for their dedication, commitment and cooperation throughout the year. They are extremely hardworking staff and 2010 was no exception. I have been impressed with how they have rallied during times of challenge to support each other, students and families when in need. In a time when the Global Financial Crisis impacted the College, I acknowledge the staff for assisting us in our prudent financial management of the College. The professionalism and team work of the Executive Leadership Team have assisted me in my role considerably.

Again, I have appreciated the leadership and wisdom of Mr Alex Young, our College Council Chairman, as well as the support of Reverend Graham Keech, Senior Minister of Logan Uniting Church. I continue to enjoy serving God as part of the ministry of Logan Uniting Church.

As a Christian College, we are seeking to educate and assist our students to become well-rounded citizens who have the desire to serve and influence others for God and for good. 2010 and the previous years have provided a platform from which these aims can be achieved. I look forward to 2011 and the years ahead in which we will seek to fulfill the ongoing vision of the College.



Cathy Hockey  
**Principal**  
March, 2011

## APPENDIX ONE:

### A summary of the 2010 Goals and Projects

#### Teaching and Learning

Project	T.1	T.2	T.3	T.4	Manager	KPIs	Completed
TL 1 Enhancing productive learning					HoTL & Pr	*More effective teaching strategies being implemented *Students more engaged in learning * Student results improving	<ul style="list-style-type: none"> <li>MS work programs for all subjects reviewed and updated</li> <li>Detailed analysis of student results carried and compared with previous results undertaken – trend towards improvement</li> <li>Students underperforming in academics identified and followed up by YLCs and, where appropriate, HOS</li> </ul>
TL2 PYP Investigation					HoTL	* PYP or alternative program perceived satisfactory and implemented	<ul style="list-style-type: none"> <li>Investigation completed</li> <li>Decision made to complete PYP</li> <li>Some initial exploration of PYP tenets undertaken with staff</li> </ul>
TL 3 Babies Who Read Succeed Program					CoELC (C)	* Parent understanding & appreciation of program * Extent of involvement & support to program * Developing interest in reading (children)	<ul style="list-style-type: none"> <li>There has been an increase over the past year of the number of families making use of the program</li> <li>Lots of positive feedback from mums who appreciate the convenience of the grab bags.</li> <li>Number of grab bags increased to 100 this year.</li> </ul>
TL 4 New Teacher induction program					HoJS (C)	* Induction program completed	<ul style="list-style-type: none"> <li>Three-tiered induction program trialed with a beginning</li> </ul>
TL 5 Parent education re learning outcomes etc.					Principal	* Growth in parent involvement & support in child's learning * Attendance at parent info nights	<ul style="list-style-type: none"> <li>Attendance at parent information nights well-supported.</li> <li>Good involvement of JS parents in their child's learning.</li> </ul>
TL 6 Review Junior School Reports					HoTL HoJS	* Content reviewed and changes made * Print-out of hard copies	<ul style="list-style-type: none"> <li>Review undertaken</li> <li>Number of characters for report card comments extended to 500</li> <li>Decision made to postpone more detailed review of report cards until requirements of Aust. Curriculum explicated.</li> </ul>
TL 7 Implementation of Tablet Program - Year Eight					HoTL	* Effective integration of ICT in Yr 8 T/L * Degree of student engagement in learning * Enhanced learning	<ul style="list-style-type: none"> <li>Curriculum with ICT embedded.</li> <li>Enhanced learning - as demonstrated via various ICT events such as SciTech, Short film festival etc</li> <li>Audit carried out and issues identified and a number implemented:               <ul style="list-style-type: none"> <li>✓ Discussion with IT staff regarding technical issues</li> <li>✓ Time release for Yr 8 teachers to collaboratively plan</li> <li>✓ PD session for Y 8 teachers with educational</li> </ul> </li> </ul>

							IT consultant ✓ Exploration of feasibility of extending length of daily teaching lessons
TL 8 <i>iLearn2020</i> Preparation for implementation 2011					HoTL & Dir. of ICT	* Readiness of teachers for 2011 implementation	<ul style="list-style-type: none"> <li>• Wide-ranging discussion held with all stakeholders</li> <li>• Decision made to introduce laptops in Yr 10 with DER funding</li> <li>• Greater understanding and better preparation for the challenges ahead</li> </ul>
TL 9 Enhance literacy & numeracy outcomes					HoTL	*Successful literacy & numeracy outcomes that correlate with ability levels of cohorts	<ul style="list-style-type: none"> <li>• Focus on written expression particularly in Js and MS School</li> <li>• NAPLAN writing results showed an improvement on previous years.</li> </ul>
TL 10 Enhance # Learning Enrichment &					HoTL & LE teachers	<ul style="list-style-type: none"> <li>* Quality of learning enrichment support provided for LE students</li> <li>* Further upskilling of LE Aides</li> </ul>	<ul style="list-style-type: none"> <li>• Review of Learning Enrichment policy commenced</li> <li>• Further development of support programs for ESL students.</li> </ul>
# Gifted program					HoTL & JS Curriculum Coordinator	<ul style="list-style-type: none"> <li>* Update of G &amp; T program</li> <li>* Involvement of G&amp;T students in competitions</li> <li>* Enhanced differentiation in teaching and learning</li> <li>* Students in competitions</li> </ul>	<ul style="list-style-type: none"> <li>• Gifted and Talented guidelines updated and adopted for implementation in 2011.</li> </ul>

## Christian Community

Project	T.1	T.2	T.3	T.4	Manager	KPIs	Completed
CC 1 School Culture					Pr, HoS & AHoS, Deputies, YLCs	<ul style="list-style-type: none"> <li>* Growth in Christian Character</li> <li>* Increasing student affirmation</li> <li>* Behavioural Code</li> <li>* Uniform Code</li> <li>* Year Twelve Retreat</li> </ul>	<ul style="list-style-type: none"> <li>• New reward initiative in JS – Whole year YCDI awards, weekly class trophy, sporting section in Connections</li> <li>• Student welfare teams operated on a weekly bases (JS campuses)</li> <li>• Regular student-led devotions at assemblies</li> <li>• Larger student MS GROW committee</li> <li>• Over 40 students rededicated/first-time commitments to Christ MS</li> <li>• Year Level awards for behaviour, achievement and conduct regularly presented</li> <li>• Yr 12 Retreat facilitated successfully by YLC</li> <li>• Fortnightly academic welfare team meetings held</li> <li>• House Cup established and awarded to Livingstone House</li> </ul>
CC 2 Student leadership					HoS	<ul style="list-style-type: none"> <li>* Impact of JS ambassadors in JS culture</li> <li>* Impact of M/SS Sports Council on invigorating House sport</li> <li>* Cohesive and focused Year 12 cohort</li> <li>* Growing Disciples mentoring program consolidated</li> </ul>	<ul style="list-style-type: none"> <li>• Peer mentoring and Ambassadors JS programs continued</li> <li>• Increased lunchtime activities directly organised by MS leaders</li> <li>• Significant decrease in number of demerits, detentions and suspensions for MS students</li> <li>• SSSRC worked every effectively 2010. Fine leadership demonstrated</li> </ul>

							<ul style="list-style-type: none"> <li>SS Sports Council established, organised community building activities. Resulted in an increase in House spirit through student-led competitions</li> </ul>
CC 3 YCDI program					HoS's + PBR	<ul style="list-style-type: none"> <li>* Good tone in student body</li> <li>* Less bullying incidents</li> </ul>	<ul style="list-style-type: none"> <li>Roll-out continued Yrs 1-12</li> <li>JS Carbrook – unpacked to reflect a Christian worldview and greater integration in the JS culture</li> <li>JS Springwood – staff training sessions implemented and fun activities organised at lunch times Terms 2 &amp; 3.</li> <li>YLCs directly addressed the YCDI program through their assemblies and their interaction with students</li> <li>SS Assemblies addressed the Five Foundations and Habits of the Mind</li> </ul>
CC 4 Cert. 3 Christian Ministry & Theology					Spiritual. Dir.	<ul style="list-style-type: none"> <li>*Degree of take-up of students</li> <li>* Degree of success of implementation</li> </ul>	<ul style="list-style-type: none"> <li>Four students commenced the trail 'Vetamopus'</li> <li>Trial was successful and will continue in 2011. '</li> </ul>
CC 5 Parenting Skills					Spir. Dir.	<ul style="list-style-type: none"> <li>* Implementation of Positive Parenting &amp; other parenting courses</li> </ul>	<ul style="list-style-type: none"> <li>A number of 'Triple P' Courses were offered to parents. Unfortunately, did not have much success despite the program being heavily advertised.</li> </ul>
CC 6 Collegiality:  - campuses					Pr	<ul style="list-style-type: none"> <li>* Joint PD</li> <li>* Joint social activities</li> <li>* Combined ELT &amp; MLT PD</li> </ul>	<ul style="list-style-type: none"> <li>Joint JS PD successful</li> <li>Social activities more successful within Faculties or JS sectors</li> <li>Combined ELT and MLT PD effective an means of networking</li> <li>HoJS (S) and HoMS participated in cross campus devotions/Worship assemblies</li> </ul>
- J/M/Schools					Pr	<ul style="list-style-type: none"> <li>* Student across sectors</li> <li>* Staff social activities across sectors</li> </ul>	<ul style="list-style-type: none"> <li>Yrs 6&amp;7 transition learning program – Yr 7 students better prepared for MS</li> <li>Staff morale enhanced by social outings &amp; morning teas (Springwood campus)</li> <li>Ongoing development of intercampus portal and shared access of documentation</li> </ul>
- with C&Ks					HoJS (x2)	<ul style="list-style-type: none"> <li>* Stronger relationships</li> <li>* Increased student enrolments from C&amp;Ks</li> </ul>	<ul style="list-style-type: none"> <li>Stronger links forged with C&amp;K K</li> </ul>
CC 7 Mission Trip					RCO	<ul style="list-style-type: none"> <li>* Staff Mission trip – Tonga</li> <li>* Degree of staff take-up</li> </ul>	<ul style="list-style-type: none"> <li>Trip deferred until 2011!</li> </ul>

CC 8 E-Connections					Registrar	* Replaced Connections *Format and content amended	<ul style="list-style-type: none"> <li>• Minor modifications made in 2010 while groundwork was done in preparation for a new E-Connection to be launched in 2011 with no outsourcing.</li> </ul>
CC 9 Student welfare policy & anti-bullying policies					Spir. Dir & Pr.	*Updated student welfare & anti-bullying policies	<ul style="list-style-type: none"> <li>• Upgrade of Anti-Bullying Policy completed and submitted to ELT for ratification</li> <li>• Includes more content on cyber bullying</li> </ul>
CC 10 Marketing Plan					Registrar & PR	*Completed & implemented marketing plan * Enrolment impact in targeted areas	<ul style="list-style-type: none"> <li>• Marketing focus changed with appointment of new Registrar and PR Officer</li> <li>• Slight change in branding</li> <li>• Open Question Day a success though Principal's Tours - effective marketing strategy</li> <li>• Effective marketing for Kingdom Kids</li> </ul>
CC 11 Sport					Working party	* Clarification of philosophy of sport, goals & direction by working party * Written documentation on sport at Calvary available for parents	<ul style="list-style-type: none"> <li>• Working party established and prepared a written philosophy of sport and clarified goals and direction of sport.</li> <li>• Ground work done in preparation for a new Sports Brochure to be prepared in 2011.</li> </ul>
CC 12 House System					HoJ's's	* Invigoration of House system (J's's) – greater enthusiasm	<ul style="list-style-type: none"> <li>• House Cup established and awarded at Graduation to the winning House</li> </ul>
CC 13 Principal's Focus Sessions					Pr.	* Communication of vision to parents * Feedback from parents for new Strategic Plan.	<ul style="list-style-type: none"> <li>• Valuable feedback from parents included in new Strategic Plan</li> </ul>
CC 14 Sustainable Schools Initiatives.					Sustainable. School Committee	* Further implementation of initiatives	<ul style="list-style-type: none"> <li>• Fresh Food day initiated and integrated with Green Week – very successful</li> <li>• Recycling focus at Carbrook campus continues to be strong</li> <li>• Recycling club introduced at Springwood campus</li> </ul>

## Staffing, Management and Governance

Project	T. 1	T. 2	T. 3	T. 4	Manager	KPIs	Completed
SMG 1 Management OSHC & Kingdom Kids					C o ELC	<ul style="list-style-type: none"> <li>* Gradual implementation of educational program</li> <li>* Pre-prep students better prepared for school</li> <li>* Improvement management and streamlining between OSHC and school;</li> <li>* Greater affiliation with KK and school;</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-prep program very successful - children very well prepared for school</li> <li>• Management very successful with highest enrolment intake ever</li> <li>• Streamlining with OSHC gaining momentum</li> </ul>
SMG 2 Structure in Middle/Senior Schools					Pr	*New structure identified and implemented if deemed appropriate	<ul style="list-style-type: none"> <li>• Abolition of position of AHOS</li> <li>• HoSS and HoMS took on more responsibilities</li> </ul>
SMG 3 WPHS Manual					BM & WPHS committee	* Interactive manual purchased if WPHS consultant does not work out.	<ul style="list-style-type: none"> <li>• WPHS consultant engaged with positive contribution to WPHS meetings and WPHS practices</li> <li>• Audit conducted and recommendations considered or actioned.</li> </ul>
SMG 4 PD of ELT & MLT					Pr	* Increased competency in resonant leadership and coaching	<ul style="list-style-type: none"> <li>• ELT PD – Resonant Leadership</li> <li>• PD for ELT and MLT on</li> </ul>



							Coaching and Difficult Conversations
SMG 5 Performance Appraisals * teaching staff * non-teaching staff * Child Care staff * OSHC assistants					HOS, BM, CoELC	* Improved performance in developmental areas and empowerment of subordinates through coaching * Good staff morale	<ul style="list-style-type: none"> <li>• Appraisal document revised</li> <li>• New appraisal process with teaching staff</li> </ul>
SMG 6 Review PARs and ASTs					Working parties & ELT	* Completed in line with requirements of Collective Agreement	<ul style="list-style-type: none"> <li>• PAR document completed and forwarded to the union and to the Principal and ELT</li> <li>• Considerable groundwork provided for new Senior Teacher document</li> </ul>
SMG 7 Review of Job Descriptions					Pr & ELT	* Completion of job descriptions	<ul style="list-style-type: none"> <li>• New job descriptions prepared for HoTL, HoSS and HoMS to commence in 2011</li> </ul>
SMG 8 Review Inter-campus bus service					College Council	* Criteria established for utilisation of inter-campus bus service	<ul style="list-style-type: none"> <li>• On hold until 2011</li> </ul>
SMG 9 Review school uniform & supplier's arrangements					Pr & BM	* Solution to parent concerns re quality and cost of uniforms	<ul style="list-style-type: none"> <li>• Meetings held with Lowes – (uniform supplier)</li> <li>• Written feedback and assurances received and communicated to College community through Connections</li> </ul>
SMG 10 Implementation of further pay increases					BM	* Resolution of pay increases after negotiation	<ul style="list-style-type: none"> <li>• Pay increase negotiated from July 2010 and implemented, as agreed.</li> </ul>
SMG 11 Develop new strategic plan					Pr & Council	* Strategic plan	<ul style="list-style-type: none"> <li>• Strategic Plan prepared with input from all stakeholders</li> </ul>
SMG 12 Develop new Council Handbook.					College Council	* Handbook rewritten	<ul style="list-style-type: none"> <li>• Handbook put on hold.</li> </ul>

## Facilities

Project	T.1	T. 2	T.3	T.4	Manager	KPIs	Completed
FAC 1 Construct new Multi-Purpose Venue (MPV)					BM	*MPV completed	<ul style="list-style-type: none"> <li>• MPV 90% completed December 2010.</li> </ul>
FAC 2 Continue beautification of Springwood entrance					Prop M	*Entrance beautified	<ul style="list-style-type: none"> <li>• Improvements to Springwood included additional fencing and landscaping, additional plants and refurbishment of main sign and entrance circular driveway</li> </ul>
FAC 3 Continue landscaping Gotfredsen/Ann Doyle area					Prop M	*Landscaping completed	<ul style="list-style-type: none"> <li>• Landscaping completed with positive feedback</li> </ul>

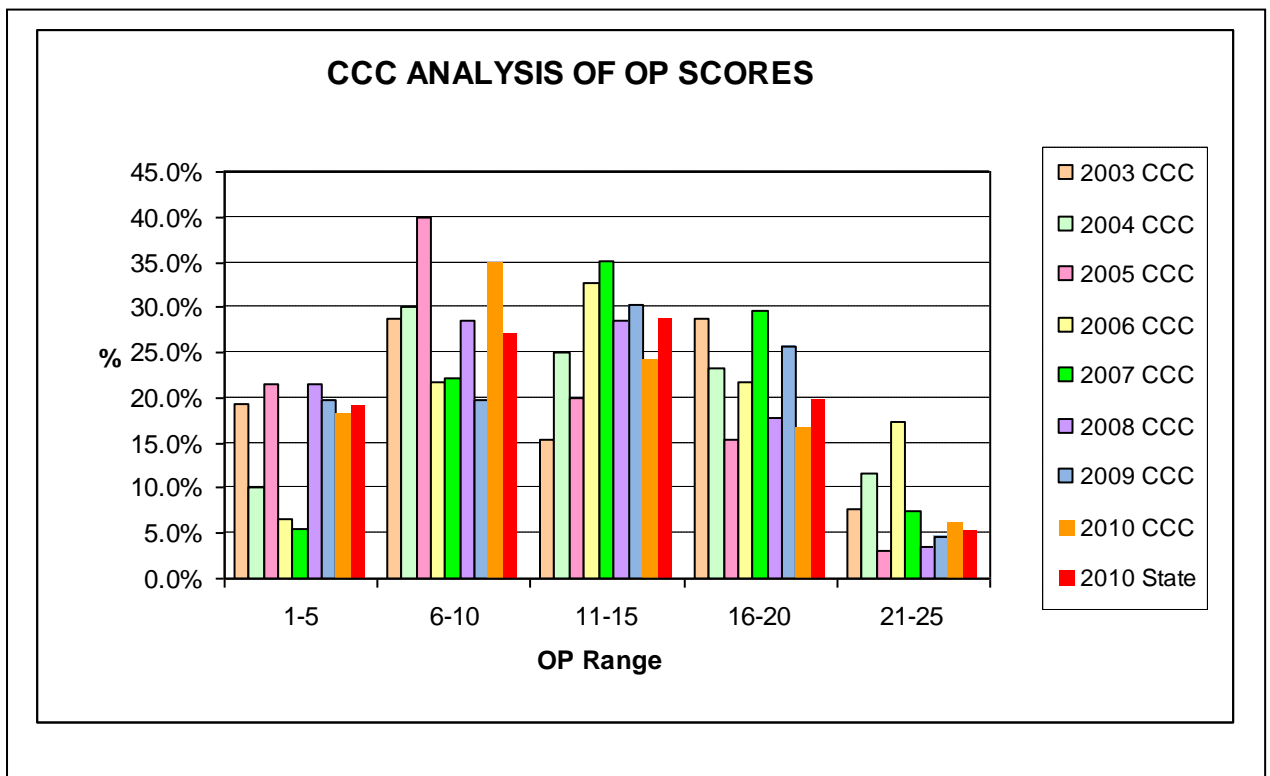
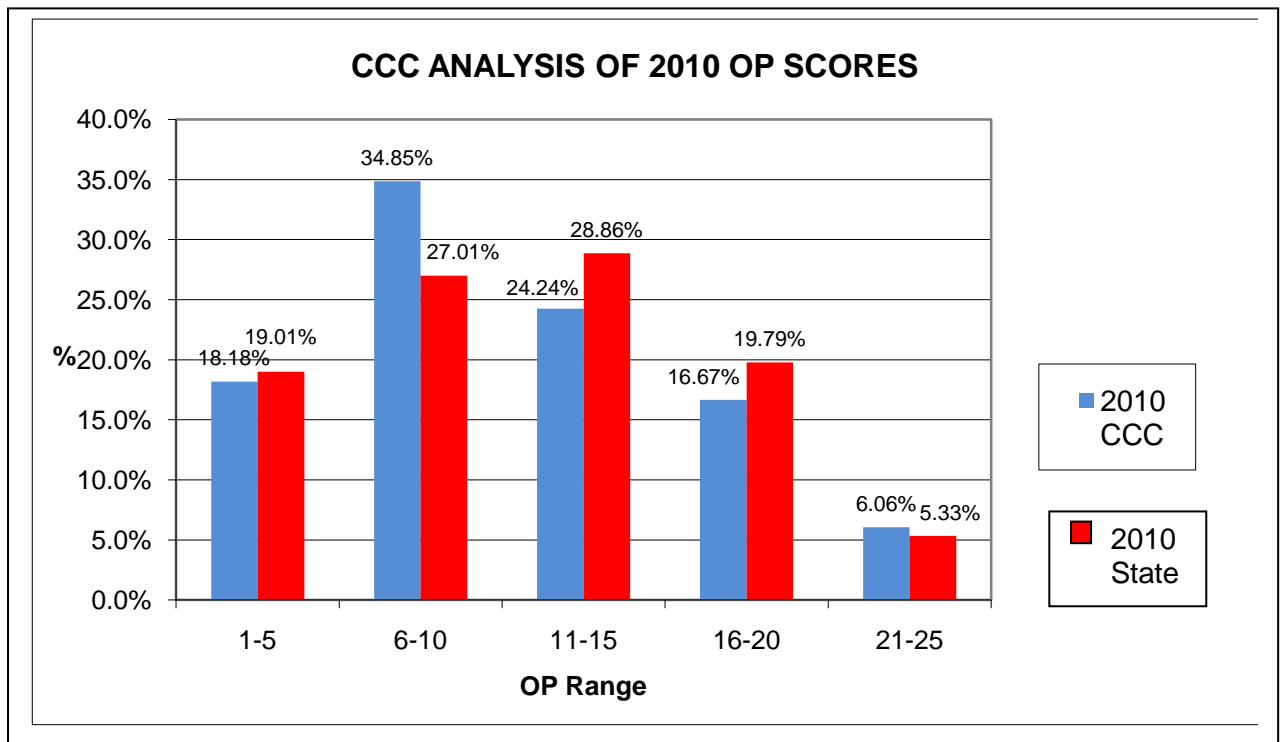
FAC 4 Construction of ICT Services & library extension					BM	* Projects finalised	<ul style="list-style-type: none"> <li>ICT Services Centre completed with internal project team within budget and in a timely manner. Positive feedback received.</li> <li>Library extension project discontinued.</li> </ul>
FAC 5 Continue outdoor seating and shade					Prop M	*These resources progressively supplied	<ul style="list-style-type: none"> <li>Additional seating installed at Springwood and Carbrook campus, including Ann Doyle building and Year 7 area.</li> </ul>
FAC 6 Continue negotiation with Logan Uniting Soccer Club					BM	<ul style="list-style-type: none"> <li>*Agreement re LUCSC use of ovals</li> <li>*Liaison with Club re construction of lighting for oval</li> </ul>	<ul style="list-style-type: none"> <li>Agreement and MOU with LUCSC outlining key responsibilities and obligations.</li> <li>Positive relationship maintained with LUCSC management.</li> <li>College prepared and submitted grant application for provision of lighting at Carbrook campus.</li> </ul>
FAC 7 Continue maintenance plan					Prop M	*Projects completed as per maintenance plan	<ul style="list-style-type: none"> <li>Maintenance plan completed within budget constraints.</li> </ul>
FAC 8 Re-landscape Tuckshop/PATC area					Prop M	*Tuckshop/PATC area re-landscaped	<ul style="list-style-type: none"> <li>Original design completed and approved.</li> <li>Work postponed due to financial constraints.</li> </ul>
FAC 9 Meeting KPIs of ICT as per DER funding					Dir ICT	* KPIs clarified as per DER funding requirements	<ul style="list-style-type: none"> <li>DER KPIs clarified.</li> <li>ICT project plans developed with a view to meeting all DER KPIs.</li> <li>30 desktops installed June 2010</li> <li>DER requirements have and likely to conflict with College goals</li> <li>1:1 program approved for 2011.</li> </ul>

## Financial Management

Project	T.1	T.2	T.3	T.4	Manager	KPIs	Completed
FM 1 Develop a zero-based budget					BM	*Review budget allocation in accordance with future strategic directions	<ul style="list-style-type: none"> <li>2100 budget prepared in light of economic situation.</li> <li>Key budget decisions driven by College's strategic intents.</li> </ul>
FM 2 Review of CCC, Tuckshop and OSHC					BM	<ul style="list-style-type: none"> <li>* Working at least at break even for CCC</li> <li>* Operating efficiently for OSHC</li> <li>* Working at a profit for Tuckshop</li> </ul>	<ul style="list-style-type: none"> <li>Kingdom Kids restructure resulted in surplus in 2010.</li> <li>OSHC systems reviewed in 2010 resulting in key staffing protocols and changes and enrolment protocols for 2011.</li> <li>Tuckshop improved financial performance</li> </ul>
FM 3 Prepare 5 year rolling budget					BM	* Forecast budget prepared	<ul style="list-style-type: none"> <li>Initial 5 year budget prepared but final budget.</li> </ul>
FM 4 Study of annual financial returns and census data					BM	* More accurate predictions for 5 Year rolling budget	<ul style="list-style-type: none"> <li>Analysis of prior year financial results and census data conducted with results presented to</li> </ul>

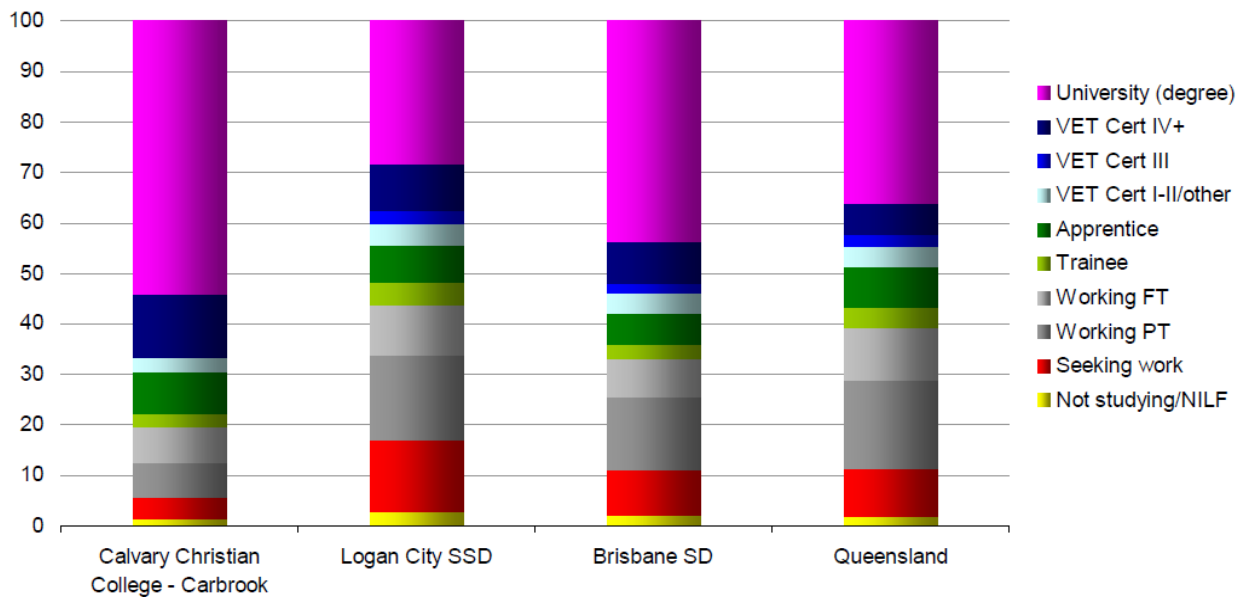
							College Council and ELT where relevant.
FM 5 Rationalise roles and hours of staff					BM	* Operating efficiently and within financial means of the College	<ul style="list-style-type: none"> <li>• Operations and staffing reviewed in preparation of 2011 budget. Staffing changes implemented as at Jan. 2011.</li> </ul>

## APPENDIX TWO



## APPENDIX THREE

### Main Destinations of Year 12 Completers for Calvary Christian College Carbrook, 2009



The table above compares the main destinations of all Year 12 completers for Calvary Christian College Carbrook (2009) with those of Logan City and Brisbane School districts, and all schools state-wide. (Differences may reflect diversity in the types of students attending different schools). This comparative survey indicates that our College is providing a very good platform for preparing our students for the career path of their choice through further learning and the work place. Of note is the high proportion of our students pursuing tertiary studies (54.2%), as well as vocational education and training (26.4%).

## Appendix Four

### National Results of Years 3, 5, 7 and 9 in 2008, 2009 and 2010

READING			
Year	Average Score (School)	Average Score (National)	% above National minimum standard
Year 3 (2008)	385	400	92.4
Year 3 (2009)	432	411	98.2
Year 3 (2010)	429	414	95.6
Year 5 (2008)	494	484	90.9
Year 5 (2009)	499	494	95.6
Year 5 (2010)	484	487	87.5
Year 7 (2008)	537	536	96
Year 7 (2009)	545	541	96.5
Year 7 (2010)	557	546	93.3
Year 9 (2008)	564	578	95.6
Year 9 (2009)	591	580	98.2
Year 9 (2010)	586	574	97.1

WRITING			
Year	Average Score (School)	Average Score (National)	% above National minimum standard
Year 3 (2008)	405	414	94.2
Year 3 (2009)	417	414	97.1
Year 3 (2010)	432	419	95.7
Year 5 (2008)	489	486	88.5
Year 5 (2009)	485	485	91.9
Year 5 (2010)	488	485	92.6
Year 7 (2008)	519	534	92.1
Year 7 (2009)	528	532	94.6
Year 7 (2010)	540	533.4	94.4
Year 9 (2008)	574	569	93.9
Year 9 (2009)	577	569	97.2
Year 9 (2010)	582	568	94.1

SPELLING			
Year	Average Score (School)	Average Score (National)	% above National minimum standard
Year 3 (2008)	382	400	95.3
Year 3 (2009)	418	405	97.4
Year 3 (2010)	396	399	94.6
Year 5 (2008)	495	484	89.7
Year 5 (2009)	481	487	95.7
Year 5 (2010)	482	487	91.6
Year 7 (2008)	530	539	99
Year 7 (2009)	535	540	94.6
Year 7 (2010)	561	545	95.5
Year 9 (2008)	578	577	92.1
Year 9 (2009)	592	576	97.1
Year 9 (2010)	587	578	99.1

## National Results of Years 3, 5, 7 and 9 in 2008, 2009 and 2010

GRAMMAR AND PUNCTUATION			
Year	Average Score (School)	Average Score (National)	% above National minimum standard
Year 3 (2008)	391	403	94.2
Year 3 (2009)	438	420	95.7
Year 3 (2010)	443	417	93.5
Year 5 (2008)	509	496	91.8
Year 5 (2009)	513	500	96.6
Year 5 (2010)	503	500	90.6
Year 7 (2008)	523	529	95
Year 7 (2009)	554	539	96.5
Year 7 (2010)	552	538	92.2
Year 9 (2008)	580	569	93.9
Year 9 (2009)	600	574	97.1
Year 9 (2010)	592	579	96.1

NUMERACY			
Year	Average Score (School)	Average Score (National)	% above National minimum standard
Year 3 (2008)	383	397	94.3
Year 3 (2009)	398	394	95.1
Year 3 (2010)	402	395	96.7
Year 5 (2008)	484	476	95
Year 5 (2009)	490	487	96.5
Year 5 (2010)	487	489	92.7
Year 7 (2008)	542	545	98
Year 7 (2009)	545	544	98.1
Year 7 (2010)	558	548	96.7
Year 9 (2008)	588	582	97.3
Year 9 (2009)	594	589	99
Year 9 (2010)	593	585	98.1

## APPENDIX FIVE:

### Calvary Christian College Strategic Intent **STRATEGIC PLAN 2011 - 2015**

#### **1. Authentic Christian Discipleship**

***It is our intent to enhance our authenticity as a Christian community and our effectiveness in Christian discipleship.***

We will:

- a. Maintain a strong partnership with Logan Uniting Church
- b. Continue to embrace the unique differences in others and celebrate multiculturalism
- c. Develop new mission projects within our local community, within our country and overseas
- d. Foster Christian character to encourage students to act with integrity, and to have respect for the dignity of self and others
- e. Prioritise the provision of quality pastoral care through the ongoing care, compassion and support of students, staff and families
- f. Enhance the student discipleship program.

#### **2. Innovative Curriculum Delivery**

***It is our intent to deliver an innovative curriculum which equips students with the skills and knowledge to participate successfully in the world.***

We will:

- a. Seek to ensure that high academic standards are achieved through the establishment of a curriculum framework which encourages critical and creative thinking
- b. Ensure that curriculum is taught from a Christian worldview
- c. Continue to integrate Information, Communication and Technology (ICT) into the curriculum to enhance teaching and learning.

#### **3 Excellence in Learning**

***It is our intent to enhance student performance through quality teaching, inquiry-based learning and the expansion of learning opportunities.***

We will:

- a. Offer a range of academic and vocational programs to assist students to identify and develop their God-given gifts and talents
- b. Continue to foster a culture where learning is valued and students are encouraged to be life-long learners
- c. Broaden learning opportunities and resources for gifted and talented students
- d. Maintain quality learning support and resources for students through the Learning Enrichment program
- e. Enhance the sporting, cultural and co-curricular programs
- f. Build strong foundations of learning in the Early Childhood sector through the provision of high quality early childhood programs.



#### **4 Professional Learning Community**

***It is our intent to become a strong professional learning community through supporting the spiritual and professional growth of staff.***

We will:

- a. Provide resources and professional development for teachers to foster innovation in teaching, and provide innovative learning that will equip students with key learning skills for the 21<sup>st</sup> century
- b. Ensure the ongoing training of teachers to effectively integrate technology (ICT) in teaching and learning
- c. Continue to provide training to deliver a Christian worldview
- d. Facilitate ongoing training for staff to ensure service provision and safe work practices.

#### **5. Promoting Health and Well-Being**

***It is our intent to enhance the health and well-being of staff and students.***

We will:

- a. Support the devotional, spiritual and personal development of staff
- b. Continue to encourage work/life balance for staff
- c. Develop a comprehensive personal development program for students in the Middle School
- d. Establish a centralised school structure for student support and welfare services
- e. Continue existing social and emotional programs
- f. Seek to expand our chaplaincy services for students
- g. Promote active lifestyles, health and nutrition.

#### **6. Vibrant Community Engagement**

***It is our intent to prioritise vibrant community engagement across the school and with the broader Logan community and beyond.***

We will:

- a. Further develop the strong partnership with parents and carers and continue high levels of parental involvement
- b. Improve communication with the College community through the likes of: the parent portal, periodic surveys, the College newsletter, Principal and information meetings
- c. Provide regular parenting and support programs for parents
- d. Expand community partnerships with businesses, organisations and welfare agencies
- e. Pursue greater international links with overseas schools and students
- f. Seek to continually improve the College website and marketing program
- g. Develop ongoing links with College alumni.

#### **7. Empowering Student Leadership and Service**

***It is our intent to enhance student leadership through providing opportunities for influence and service within the College and the broader community.***

We will:

- a. Establish 'Service-Learning' for students
- b. Maintain student programs which focus on social responsibility and the financial support for mission agencies and individuals who are in need
- c. Develop compelling student leadership programs
- d. Recognise student achievements.

## **8. Quality Facilities and Resources**

***It is our intent to improve College facilities through a commitment to the provision of high quality resources and facilities relevant to the 21<sup>st</sup> century.***

We will:

- a. Provide resources and equipment for the classrooms to enhance the quality of teaching and learning
- b. Establish a Student Support Services Centre
- c. Maintain the grounds and buildings to a high standard
- d. Review the Master Plan
- e. Maintain the continued development of the ICT infrastructure and the ongoing upgrade of ICT technologies in resources and equipment for staff and students
- f. Endeavour to ensure the sustainability, efficient and wise stewardship of resources.

## **9. Robust Governance and Management**

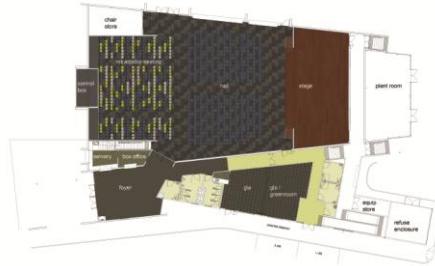
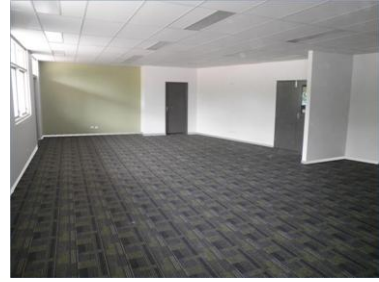
***It is our intent to enhance governance and the management of the College through robust accountability, effective leadership and strategic management.***

We will:

- a. Establish best practice in leadership and management through professional development in association with leading Australian associations
- b. Ensure prudent financial management of the College
- c. Seek to ensure that school fees are moderate and affordable for families
- d. Pursue a cost-effective delivery of ICT in learning with corresponding educational benefits to students.

## APPENDIX SIX

## Construction of new MPV



## APPENDIX SEVEN

## ICT Service Centre



## Other Capital Works

- Refurbishment of room 25 to create Lab 8;

