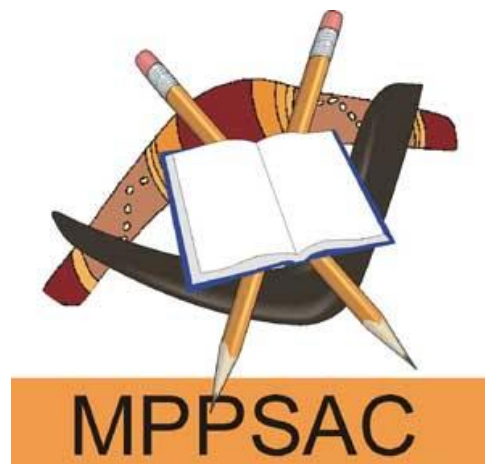


MINIMBAH PRIMARY SCHOOL



MPPSAC

'Strong and Spirited'

ABN: 92326504029

2022 Annual Report Educational and Financial Reporting

ANNUAL EDUCATIONAL AND FINANCIAL REPORT 2022

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1. Message from Key Stakeholders

1.1 SCHOOL BOARD – Report

During 2022 the board met on four occasions throughout the year. At these meetings the priority was always given to the budget and financial situation of the school. The accountants attended these meetings and gave comprehensive reports to the board so we could make financial decisions for the future of the Primary School.

At the end of 2021 we were in a stable financial position. This got us off to a good start at the beginning of 2022 where we could approve spending for large items such as the school's covered walkways and laptops for the students as well as maintenance work on the buildings. This year the board approved the ongoing technology program where students are given a laptop to use throughout the year and keep if their attendance is 80% or better. This is a great incentive for students to attend school every day. Most students took home a laptop at the end of the year and new laptops have been purchased for the 2023 school year.

We, as a board are proud to be associated with an Aboriginal organization where the majority of staff are Aboriginal and all staff have the necessary qualifications and skills as per government regulations and operating requirements (probity checks and relevant tertiary qualifications) in order to keep their program area going.

The past year has been a year of ongoing maintenance and infrastructure development, which will hopefully be completed by the end of 2023. Community members have expressed appreciation for these obvious improvements which enables them to feel more confident about the future of Minimbah.

We are all looking forward to the 2023 school year.

Finally, as elected board members I leave you with the following governance issues that we as a board have discussed over the 2022 school year.

1. New playground equipment which has been purchased and installed.
2. Laptops for students
3. Staff pay increases
4. Adherence to NESIA inspection requirements and training.
5. Review Minimbah Policy documents

Report approved by:

Kenneth Froome

Vicki Duncan

1.2. EXECUTIVE PRINCIPAL – Report

Message from the Principal

I am pleased to present to you the 2022 Minimbah Primary School Annual Report. I am very proud of the staff, students and families for their dedication to education and their efforts to ensure that the high quality of learning continued in 2022.

We are very happy that our student enrolment has increased by 31.7% in 2022 and is predicted to keep increasing into 2023 and beyond.

In 2022, all students who have at least 80% attendance over the whole school year earn the right to keep the computer that had been purchased for their use. This policy has been a good incentive for both parents and students to keep up a good attendance rate throughout the year.

Our aim is to deliver an educational program that meets the needs of individual learners in an inclusive way. We recognize that our children have a unique heritage as the First Australians, which must continue to grow and develop into the future and for generations to come.

At Minimbah Primary School (MPS) we value a nurturing and respectful environment and encourage a team approach involving students, staff, parents and care givers, Elders and community members. We provide opportunities for students to develop into confident citizens capable of making a positive contribution to their and the broader community. The commitment to maintain and build on what is good at Minimbah is at the cornerstone of our understanding of our future.

The School provides an educational program based on, and taught in accordance with the NSW Education Standards Authority (NESA) syllabuses for Primary Education. The Key Learning Areas (KLAs) are English, Mathematics, Science and Technology, History and Geography, Creative Arts and Personal Development, Health and Physical Education.

Across the school we engaged students who needed extra support in their learning through programs such as MiniLit and MacqLit.

InitiaLit become the core program to teach phonics in Early Stage 1 and Stage 1. The program explicitly and systematically teaches phonics, phonemic awareness and reading. Minimbah continued to employ specialist teachers for Music, Library and Art in 2022. All students spend time during their school week learning from these teachers and benefit from the expertise of these teachers. Library lessons are linked to the grade's English and HSIE or Science and Technology units and are combined with the use of ICT and STEM activities.

Minimbah Primary School has committed, proactive teachers and a dedicated support staff working to help each child to reach their full potential. At Minimbah Primary School the differences in children's learning styles are recognised and supported. Our staff set high expectations and implement a wide variety of innovative teaching practices. All staff members are active in pursuing professional learning throughout the year. At Minimbah we are fortunate to have such a committed staff, both as teachers and in other support roles.

Accreditation through NESA occurred again during 2022. This went very well. We are now registered until December 2027 which is the maximum that can be achieved. We will be inspected again in April 2022 to ensure that all NESA requirements are being implemented. I am very proud of all the staff and board members who worked so hard to achieve this outcome.

During 2022, our staff and board have been stable and maintaining this stability and the deep understanding of Minimbah culture is especially important as we look ahead.

I would like to thank the members of our school board for their hours of service to our school. The staff also deserve thanks for their dedication, love and support of the students enrolled at our school. I also thank the students for being the wonderful little people they are and making the school a great place to be, and the parents and carers for trusting us with the education of their children.

I certify that the information in this report is the result of a detailed school self-evaluation process and it is a true and accurate account of the achievements, operations and focus for improvement.

Jennifer Brown

Executive Principal

30 June 2023

2. CONTEXTUAL INFORMATION ABOUT THE SCHOOL AND CHARACTERISTICS OF THE STUDENT BODY

Minimbah Primary School is a small independent school in Armidale, NSW for Aboriginal children that was established in 1996. Minimbah welcomes all students from Kindergarten to Year 6 into our family orientated school community. The school enrolment at the time of the annual census for 2021 was **45** students with 32 boys and 13 girls in the Primary School. This is an increase of **10** from the last reporting period. There are 3 classes in the primary school consisting of K-2, 3-4 and 5-6.

The Primary School was established so that the preschoolers had a seamless transition into primary school. Next year we are hoping to open the new Preschool Transition room so that our preschool students can start their transition to primary school early in the year.

Being an Aboriginal school, we have a commitment stronger than many similar establishments to help achieve the outcomes mainstream Australia see as a norm. We understand many of our students face added challenges in their education due to both their cultural background and socio-economic background.

98% of our students identify as Aboriginal. Minimbah is an Independent school, with a number of students who have special needs.

3. STUDENT OUTCOMES IN STANDARDISED NATIONAL LITERACY AND NUMERACY TESTING

LITERACY AND NUMERACY ASSESSMENTS IN YEARS 3 & 5

Results for the 2022 NAPLAN tests are normally available on the Minimbah page of the MySchool website. For these results, follow the link to: <http://www.myschool.edu.au>, However, as we had less than 11 students participate in each year level, the results are not displayed.

In 2022 we had 5 year 3 students and 4 year 5 students who participated in the NAPLAN tests.

The chart below displays average NAPLAN bands for each domain.

	Reading	Writing	Spelling	Grammar and Punctuation	Numeracy
Year 3	Average: Band 2	Average: Band 2	Average: Band 2.6	Average: Band 2.4	Average: Band 2.4
Year 5	Average: Band 3.75	Average: Band 4	Average: Band 4.25	Average: Band 4	Average; Band 4

4. PROFESSIONAL LEARNING AND STANDARDS

4.1 TABLE: TEACHER QUALIFICATIONS CATEGORY NUMBER OF TEACHERS

Teachers having a bachelor degree from a higher education institution within Australia or one recognised within the AEINOOSR guidelines but lack formal teacher education qualifications	4.4
Teachers who have qualifications as a graduate from a higher education institution within Australia or one recognized within the AEI-NOOSR guidelines but lack formal teacher education qualifications, or	0

Please see the My School website for total teacher numbers: <http://www.myschool.edu.au>

4.2 SUMMARY OF PROFESSIONAL LEARNING UNDERTAKEN BY TEACHERS IN 2022

The teachers at the school (including senior executive) participated in a range of professional learning activities. These opportunities ranged from whole staff internal PD days to staff attending courses run by external providers such as the Association of Independent Schools and others.

The school acknowledges the funding provided under Smarter Schools National Partnership on Improving Teacher Quality facilitated by the Independent Schools Centre for Excellence. During 2022, significant achievements were made through professional learning and developing teacher standards including the following:

DESCRIPTION OF PROFESSIONAL LEARNING ACTIVITY NUMBER OF STAFF PARTICIPATING

Obligations in Identifying & Responding to Children & Young People at Risk (AIS)	14
Child protection Information Session (School PL)	14
First Aid – Anaphylaxis & Asthma, CPR	15
MultiLit Training	5
Governance Symposium	1
Literacy & Numeracy masterclass	2

5. WORKFORCE COMPOSITION

The workforce composition is shown in the chart below:

<i>Positions</i>	<i>Name</i>	
Executive Principal	Jennifer Brown	
Administration Assistant	Merilyn Wilcox	
<i>Number of Staff</i>	<i>Full Time</i>	<i>Part Time</i>
Total Number of Teachers	3	3
Total number of support staff	1	8
Total number of Indigenous staff	2	8

6. STUDENT ATTENDANCE AND RETENTION RATES

Attendance Rates

Year Level	Attendance Rate
Kindergarten	86.2%
Year 1	85.6%

Year 2	78.6%
Year 3	88.9%
Year 4	81.75%
Year 5	90.2%
Year 6	81.5%
Whole School	84.7%

The *My School* website shows a whole school attendance rate of 79%. However, this data is collected at the end of term three and does not take term 4 into account. The above data is taken from our Sentral Data Base and covers the entire year.

6.1 MANAGEMENT OF NON-ATTENDANCE

Student attendance is recorded in the school's database (Sentral Education database) and absences are recorded according to the NESA Attendance Register Codes. Leave is applied for on the "Application for Exemption from Attending School" and, if approved by the Principal, a Certificate of Exemption is issued.

Unexplained absences are followed up by school administration daily, along with ensuring written confirmation for the absence is also received. Teachers mark class rolls each morning before 10am. The school's Chaplain and Home/School Liaison Officer continued to make home visits during the 2022 school year with the aim of explaining the importance of regular attendance and helping to get students to school who had poor attendance rates.

7. ENROLMENT POLICIES

Minimbah Primary School is an Independent Aboriginal school. The school comprises a Co-educational Primary School with classes from Kindergarten to Year six.

The school welcomes students from a range of cultural and socioeconomic backgrounds and overseas students.

Offers of places are made at the discretion of the Executive Principal. Places may be offered at all year levels, where vacancies exist.

APPLICATION FOR ENROLMENT

1. Student Enrolment Forms are available from the Front Office.
2. Details of the enrolment process are provided by the principal during the enrolment interview.
3. Parents return a signed Student Enrolment Form to the school as soon as possible. This places the student on the registered student list for future enrolment in the year indicated. All registered students are placed on the school's waiting list.
4. No fees are charged at our school.

5. For this information, the word “parents” includes guardians and care givers, if applicable.
6. Parents will be advised as soon as is practicable, if there is a place at the school.
7. The place will be offered, after interview and with due consideration by the Principal, or his/her delegate.
8. Subject to provisions in the *Anti-Discrimination Act 1997*, the school reserves the right to decline enrolment to any student without expressing any reason for its decision. The inclusion of a student on the waiting list does not guarantee his or her acceptance as a student.
9. A student is deemed to be enrolled at the school, following the acceptance by the Principal and return of the signed Enrolment Form.
10. It is a condition of enrolment and continued attendance of students at the school that parents, on their own behalf and on behalf of the student, are aware of the policies of the School and accept that such enrolment or continued attendance of the student is conditional upon the observance of the policies of the School.
11. The school will contact parents on a regular basis to ensure that it has accurate and current contact information, including addresses, phone numbers and medical information.
12. The school expects parents promptly to inform the school if contact or medical information changes.

STUDENTS WITH SPECIAL NEEDS

13. MPS will offer all students, regardless of whether they have a disability, the same educational opportunities. This means that if a person with a disability meets the necessary entry requirements of the school, he or she will have the same entitlement to enroll at school as everyone else.
14. Parents are requested in the Enrolment Form to inform the school if their child has any disability or learning difficulty which may affect his or her education and which may require adjustments by the school to meet these special needs.
15. Prior to offering a place at the school, the school may consult with the student and his/her parents about the disability or learning difficulty and its effect on the student’s capacity to participate in the school’s courses of study and programs and to use the facilities and services provided by the school. The purpose of this consultation will be to assist the school to consider and identify whether any reasonable adjustment is necessary and can be made to the student’s participation at the school.

8. OTHER SCHOOL POLICIES

The school seeks to provide a safe and supportive environment to ensure all aspects of the school’s mission for providing for a student’s welfare are implemented the following policies and procedures were being drafted and/or revised during 2022:

Policy Changes in 2022

POLICY	CHANGES IN 2022	ACCESS TO FULL TEXT
<p>Induction Process for New Responsible Persons Policy</p>	<p>Implemented in 2017 Reviewed January 2018 Reviewed January 2019 Reviewed April 2020 Reviewed March 2021 Reviewed February 2022</p>	<p>Parents and Board members may request a copy by contacting the principal. Minimbah staff may access this policy on the school server</p>
<p>Behaviour Support Policy (including Discipline, Anti-bullying, & Behaviour Management): The school seeks to provide a safe & supportive environment which:</p> <ul style="list-style-type: none"> • Minimizes risk of harm and ensures students feel secure • Supports the physical, social, academic and emotional development of students • Provides student welfare policies and programs that develop a sense of self-worth and foster personal development <p>This policy includes:</p> <ul style="list-style-type: none"> • Definitions & concepts • Legislative requirements • Preventative strategies • Reporting & investigating “reportable conduct” • Investigation process Documentation <p>Discipline: The school expressly prohibits corporal punishment and does not explicitly or implicitly sanction the administering of corporal punishment by non-school persons, including parents, to enforce discipline at the school. All behaviour management actions are based on procedural fairness. Parents are involved in the processes of procedural fairness when sanctions result in suspension and expulsion of a student. Disciplinary actions do not include expulsion.</p> <p>Anti-bullying:</p> <ul style="list-style-type: none"> • The school policy provides processes for responding and managing allegations of bullying for students, parents & staff. • Definitions & concepts • Legislative requirements • Preventative strategies • Investigation processes <p>Behaviour Management: This policy includes:</p> <ul style="list-style-type: none"> • Definitions & concepts • Legislative requirements • Preventative strategies • School based routines to manage student behavior in all aspects of school life. 	<p>Updated in 2017. We replaced the “Student Welfare Policy” with the “Behaviour Support Policy” to encompass the areas of Discipline, Anti-bullying and Behaviour Management. Pastoral Care is included in this policy.</p> <p>Reviewed February 2019 Reviewed & Revised February 2020 to include Anti-bullying Reviewed March 2021 Reviewed March 2022</p>	<p>Parents may request a copy by contacting the principal. Minimbah staff may access this policy on the school server</p>

<p>Child Protection Policy - 1. Introduction</p> <p>1.1 Purpose and scope This policy sets out staff responsibilities for child protection and processes that staff must follow in relation to child protection matters. This policy applies to all staff members, which includes employees, contractors and volunteers. Staff members who fail to adhere to this policy may be in breach of their terms of employment.</p> <p>1.2 Key legislation There are four key pieces of child protection legislation in New South Wales:</p> <ul style="list-style-type: none"> • the Children and Young Persons (Care and Protection) Act 1998 (“Care and Protection Act”); • the Child Protection (Working with Children) Act 2012 (“WWC Act”); • the Children’s Guardian Act 2019 (“Children’s Guardian Act”) • the Crimes Act 1900 (“Crimes Act”). <p>1.3 Related policies There are a number of other School policies that relate to child protection that staff members must be aware of and understand including (but not limited to):</p> <ul style="list-style-type: none"> • Code of Conduct - sets out information about the standards of behaviour expected of all staff members; • Work Health and Safety Statement - identifies the obligations imposed by work health and safety legislation on the School and staff members; • Discrimination, Harassment and Bullying Statement - summarises obligations in relation to unlawful discrimination, harassment and bullying; • Complaint Handling Procedures – provides the steps taken by the School in addressing complaints; and • Behaviour Support Policy with reference to bullying <p>1.4 Compliance and records The Principal or their delegate monitors compliance with this policy and securely maintains School records relevant to this policy, which includes:</p> <ul style="list-style-type: none"> • register of staff members who have read and acknowledged that they read and understood this policy; • working with children check clearance (WWCC clearance) verifications; • mandatory reports to the Department of Communities and Justice (DCJ), previously known as Family and Community Services; and • reports of reportable conduct allegations, the outcome of reportable conduct investigations, and/or criminal convictions. 	<p>Updated in 2017 Reviewed March 2018 Reviewed & revised November 2019 Reviewed & revised February 2020 Reviewed March 2021 Reviewed February 2022</p>	<p>Parents may request a copy by contacting the principal. Minimbah staff may access this policy on the school server.</p>
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<p>2. Child protection</p> <p>The safety, protection and welfare of students is the responsibility of all staff members and encompasses:</p> <ul style="list-style-type: none"> • a duty of care to ensure that reasonable steps are taken to prevent harm to students which could reasonably have been foreseen; and • obligations under child protection legislation. 		
<p>Complaints & Grievances - POLICY STATEMENT</p> <p>A resolution to a grievance at Minimbah Primary School from a student, or parent should first be sought through discussions with the appropriate person in order to come to a mutually acceptable solution. If this process is unsuccessful, a formal Grievance Procedure will be followed.</p> <p>RATIONALE</p> <p>Minimbah Primary School has a responsibility to ensure that high standards of conduct are maintained by students and parents at all times, and that grievances are managed and resolved fairly, efficiently and in a timely manner.</p> <p>Grievances occur when a student or parent complains that an action or decision has been taken (or not taken) at the school that he/she believes to be unreasonable.</p> <p>Minimbah Primary School recognises the rights of its students or parents to register a complaint or grievance about any decision, behaviour, act or omission that they feel is unfair, discriminatory or unjustified.</p> <p>This Grievance Policy does not apply to complaints alleging criminal or unlawful behaviour, which shall be referred to the appropriate authorities.</p> <p>This policy includes specific reference to processes for raising and responding to matters of concern identified by students and/or parents, including:</p> <p>“application of the ‘hearing rule’ and the ‘right to unbiased decision’ when implementing policies and procedures where decisions are to be made which affect the rights of others.”</p> <p>(Section 10 of the Registered and Accredited Individual Non-government Schools (NSW) Manual January 2016 (incorporating changes from 2004 to 2016))</p> <p>1) Informal Stage</p> <ul style="list-style-type: none"> • It is usual that the student or parent/caregiver will communicate directly with the member of staff concerned. This may be by letter, 	<p>Reviewed February 2020 Reviewed March 2021 Reviewed February 2022</p>	<p>Parents may request a copy by contacting the principal. Minimbah staff may access this policy on the school server.</p> <p>A brief outline of the policy is also included in the Parent handbook which is given to all new enrolments.</p>

<p>telephone, or in person, by making an appointment.</p> <ul style="list-style-type: none"> • Many concerns can be resolved at this stage, and it is anticipated that the vast majority of cases will be resolved. • In the case of more serious concerns, it may be referred directly to the principal. If reasonable requests to find an informal resolution are declined, the process may be terminated immediately. <p>2) Formal Stage</p> <ul style="list-style-type: none"> • If the initial complaint from a student or parent/caregiver is not resolved at the informal stage the student or parent/caregiver must put the complaint in writing and pass this to the principal, who will be responsible for carrying out the investigation. In the case of very young children the parent/caregiver or teacher may scribe for the child. • The complaint should include details which may assist the investigation, such as names of potential witnesses, dates and times of events and copies of any relevant documents (ie, previous correspondence) • The principal will collect other evidence if necessary. Where this involves an interview with a member of staff, who is the subject of the complaint, the staff member may choose to bring a IEU representative to the meeting. • The investigation will begin as soon as possible and when it has been concluded, the complainant and the member of staff concerned will be informed in writing of the outcome. <p>This may be to the effect that:</p> <ul style="list-style-type: none"> • There is insufficient evidence to reach a conclusion, so the complaint cannot be upheld • The concern is not substantiated by evidence • The concern was partly or fully substantiated. Some details may be then be given of action the school may be taking to review procedures, but details of the investigation or disciplinary procedures will not be released • The matter has been fully investigated and that appropriate procedures are being followed, which are strictly confidential 		
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<ul style="list-style-type: none"> • The student or parent/caregiver will be informed that consideration of their complaint is now concluded • If the complainant is not satisfied with the manner in which the process has been followed, they may request that the Minimbah School Board review the process undertaken by the Principal in handling the complaint. Any such request must be made in a timely manner after receiving notice of the outcome from the Principal. 		
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9. SCHOOL DETERMINED PRIORITY AREAS FOR IMPROVEMENT IN 2022

Strategic planning through the course of 2022 focused on the development and revision of all school policies. We are now satisfied that we now have all required policies for the day-to-day operation of the Primary School in place.

During 2022 we also focused on improving the facilities at our school.

During a whole school review, the following areas for improvement had been identified:

Priority for Improvement	Strategies	Performance measures	2022 Targets
Governance	<ul style="list-style-type: none"> • Implementation of Policies & Procedures 	<ul style="list-style-type: none"> • Records of meetings, including minutes, updating of Related Party Transaction Register, address NESA concerns about compliance 	<p>2022: Compliance with the implementation of policies & procedures for Fit & Proper Persons, Financial Viability & Notifications to NESA has been consistent during 2022.</p>
Improve student outcomes through improved attendance	<ul style="list-style-type: none"> • Monitor student attendance daily • Home/School Liaison Officer to call and send letters to parents/carers if child absent • Attendance Improvement Plans for students with poor attendance • Rewards for excellent attendance – free laptop at end of year 	<ul style="list-style-type: none"> • Attendance data collected each term • Collaborative ILP's 	<p>2020 target was 85% & we achieved 84.56%. These figures are due to COVID-19 learning from home.</p> <p>2021 target was 85% and we reached 75.9%. This was below expectations but is mainly due to Covid-19 lockdowns and absences</p> <p>2022 target was 85% and we reached 83.49%</p>
Continue to build relationships with parents/carers and	<ul style="list-style-type: none"> • Promote communication and student achievements through school Facebook page and newsletters. 	<ul style="list-style-type: none"> • Attendance of Parents/Carers/Community at school events 	Continue to Increase the number of parents/carers/community attending

wider school community	<ul style="list-style-type: none"> Continue to promote school community events Promote parent participation and connection with school Home/school liaison officer employed. 	<ul style="list-style-type: none"> Positive reports from parents about student achievements 	school events and participating in their child's education.
Educational projects that are supportive of Aboriginal traditional knowledge and teaching practices.	<ul style="list-style-type: none"> Whole school excursions to Aboriginal sacred sites and Keeping Place Promote Aboriginal perspective teaching in classrooms 	<ul style="list-style-type: none"> Review and class discussions about Excursions Student work Samples 	Increase in student and teacher knowledge of Aboriginal traditional knowledge and teaching practices is ongoing in 2022
Updating technology in the classrooms	<ul style="list-style-type: none"> Every room to be equipped with a smart TV. Computer lab set up in a dedicated room 	<ul style="list-style-type: none"> All classrooms now have a Smart TV and access to computers in the lab. Laptops for each student to be provided by the school. 	Achieved Achieved. This will be ongoing.
Maintenance of school buildings Install covered walkways. Start planning for new classroom/multi purpose room	<ul style="list-style-type: none"> Paint computer room. Mural in Nutrition Centre to be painted by an Aboriginal artist Plans are underway to erect covered walkways throughout the school. 	<ul style="list-style-type: none"> Computer room has been completed. Covered walkways to be completed in 2023 	Ongoing in 2022

9.1. 2021 PRIORITY AREAS FOR IMPROVEMENT AND ACHIEVEMENTS

CURRICULUM: Continue to train staff in Explicit Teaching. Review and revise all scope and sequences to include a three year cycle for Early Stage One and Stage One students. (composite class)

RESILIENCE: Increase student resilience through class programs that are culturally appropriate and build healthy relationships within the whole school community.

ATTENDANCE: Continue to improve attendance rates of students through home visits, family contact and Attendance Improvement Plans.

UPDATING TECHNOLOGY: Technology has been updated for the students to participate in NAPLAN on-line in 2022.

10. INITIATIVES PROMOTING RESPECT AND RESPONSIBILITY

As a predominately Aboriginal school, the values of *Belonging, Identity, Knowing, Kindness and Confidence* continue to be key to the school culture. The core values of the school equip the students with the skills and attitudes they need to function as compassionate and respectful citizens who can “walk in two worlds”.

Additionally, Minimbah Primary School continued to collaborate with Canberra Grammar School as a way of building community partnerships, breaking down barriers and promoting

understanding and reconciliation. Combined athletics carnivals and the regular use of The Armidale School (TAS) facilities has greatly assisted in developing relationships between students and staff alike. TAS also offer scholarships to our boys and girls entering year 7 and we share our NAIDOC Week activities. This partnership continues to provide a unique experience for the students and staff of both schools and is assisting to develop the respect and understanding needed for true reconciliation.

During 2022 an ongoing school review continued through the work of Dennis Dempster and myself.

11. PARENT, STUDENT AND TEACHER SATISFACTION

Parents: Parents showed interest in the school during 2022 by attending assemblies and special events such as NAIDOC celebrations and our school Open Day.

Staff: Informal conversations with various staff members have demonstrated that staff morale is generally very good and staff are satisfied with their work.

Students: Informal conversations with students indicate that they are happy at Minimbah. In 2023 we will formally measure student, staff and parent satisfaction.

12: SUMMARY FINANCIAL INFORMATION

12.1 RECURRENT AND CAPITAL INCOME

23.2 RECURRENT/CAPITAL EXPENDITURE

13.1

13.2

