# 2019 ANNUAL REPORT



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# Theme 1: A message from the Principal

I am proud to present to you the 2019 Annual School Report for Alpha Omega Senior College.

In 2019, the positive trend towards higher enrolments continued as our student body grew, as AOSC completes its 9<sup>th</sup> year in operation and its 8<sup>th</sup> HSC.

This year we focused on the future expansion of the school and with the support of the School Board we have strategically planned for the staffing, financial resources and facilities to support our vision of expansion and to cater for our increasing student numbers.

Throughout 2019, our primary focus was on the continued professional development of our teachers covering a variety of learning areas and with updating their teacher knowledge on trends in education and innovation and utilising acquired knowledge and staff skills to build a strong strategy for each area of learning. In 2019, we welcomed new staff as a result of additional staffing requirements due to increased student numbers and in preparation for larger student numbers in the years ahead.

Being our second year since we expanded our school to include Year 7 and Year 8 students, we are maintaining the spotlight on improving literacy and numeracy skills particularly in Stage 4 and Stage 5.

The school again achieved success with excellent results in the HSC for 2019. Our 2019 results were in line with the hard work and commitment of the entire school community; still ranking in the top 7% of high schools in NSW for this year's HSC (Source SMH 2019), three students achieving a State ranking and 40% of our students on the Honour Roll. These results are a testament to the students who work very hard for success, their parents who support them, and to the passionate teachers employed at AOSC.

I am very proud of how our school has developed as we almost finish our infancy phase. The future looks bright and I am excited to lead a school that continues to ensure it keeps shining.

Tarek Bayah Principal Alpha Omega Senior College

#### Theme 2:

#### Contextual Information about the School and Characteristics of the Student body

Alpha Omega Senior College (AOSC) is a modern coeducational college for Year 7-12 students. Alpha Omega's doors opened to its first year 11 cohort at the commencement of the 2011 academic year. The school went on to expand to open its doors to the first Year 9 and 10 Cohort in 2017 and Year 7 and 8 in 2018.

In 2019, there were 520 students of which there were 312 males and 208 females. Students come from a wide range of cultural backgrounds of which approximately 1% of the school cohort was Aboriginal.

Our aim is to inspire every individual in our school community, parents, students and staff, to believe in the change they can make in the world and provide them with the support that will allow this change to become a reality. At AOSC, we aim to position ourselves to become a leader in education by taking a comprehensive approach to the academic, social and personal learning of all our students. At AOSC we have developed a team of educators unified by their shared goal to strive towards absolute and exceptional student achievement. Alpha Omega Senior College, through its tolerant, caring and nurturing environment promotes strong community values with a specific focus on respect and responsibility.

At Alpha Omega Senior College the values we uphold are:

- 1. Educational excellence
- 2. Responsibility
- 3. Independence
- 4. Leadership
- 5. Community awareness
- 6. Good character
- 7. Success
- 8. Respect
- 9. Integrity
- 10. Transparency

For further information regarding the school, please visit www.aosc.nsw.edu.au or you may also visit the MySchool website: http://www.myschool.edu.au

#### Theme 3:

#### Student Outcomes in Standardised National Literacy & Numeracy Testing

The following analysis is based on 2019 Naplan data collected from students at Alpha Omega Senior College. A study of student achievement and school averages within the various domains in literacy were compared to past data as well as state and statistically similar schools group average.

The following results are based on the entries of 71 students in Year 7 during 2019. Students in Year 7 have achieved below the state average and sssg average in every domain in literacy bar spelling. In addition to this, there has been a noted drop in school achievement when comparing 2018 Year 7 literacy results to 2019 results.

	YEAR 7 NAPLAN RESULTS 2019									
DOMAIN:	: READING		WRI	TING	SPELLING		GRAMMAR AND PUNCTUATION		NUMERACY	
	AOSC	STATE	AOSC	STATE	AOSC	STATE	AOSC	STATE	AOSC	STATE
Band 10	0	1.5%	0	0.5%	2.8%	1.5%	0	2.0%	0	3.4%
Band 9	0	10.2%	1.4%	3.9%	5.6%	12.1%	4.2%	13.6%	4.2%	14.6%
Band 8	18.3%	20.4%	5.6%	14.7%	28.2%	21.6%	12.7%	17.1%	9.9%	19.7%
Band 7	23.9%	29.9%	21.1%	23.5%	31.0%	29.4%	29.6%	26.6%	45.1%	26.2%
Band 6	32.4%	22.3%	39.4%	31.0%	21.1%	21.6%	29.6%	19.1%	32.4%	21.3%
Band 5	19.7%	11.3%	21.1%	18.4%	7.0%	8.9%	19.7%	14.5%	8.5%	10.9%

The following results are based on the entries of 61 students in Year 9 during 2019.

Students in Year 9 have achieved above the state average and sssg average in every domain in literacy, with the exception of reading comprehension. Despite this, there is a steady incline in student achievement in reading comprehension. Writing was above state average, however there is a clear decline in student achievement since 2018.

	YEAR 9 NAPLAN RESULTS 2019									
DOMAIN:	READING WRITING		ΓING	S SPELLING		GRAMMAR AND PUNCTUATION		NUMERACY		
	AOSC	STATE	AOSC	STATE	AOSC	STATE	AOSC	STATE	AOSC	STATE
Band 10	3.3%	7.1%	8.2%	4.4%	6.6%	7.8%	6.6%	7.5%	4.9%	11.5%
Band 9	9.8%	18.4	3.3%	9.4%	16.4%	17.9%	8.2%	14.6%	26.2%	17.2%
Band 8	32.8%	29.4	34.4%	24.7%	50.8%	30.2%	39.3%	24.6%	27.9%	27.2%
Band 7	49.2%	25.9	41%	25.3%	21.3%	27.6%	39.3%	27.4%	37.7%	27.6%
Band 6	4.9%	12.7	9.8%	21.3%	4.9%	10.6%	4.9%	17.3%	3.3%	14%
Band 5	0%	5.7	3.3%	12.3%	0%	4.5%	1.6%	7.1%	0%	1.3%

#### Theme 4:

#### Senior Secondary Outcomes (Student achievement)

Subject	Number of students	Α%	В%	С%	D-E%
Ancient History	23	13	17	61	9
Biology	67	13	48	31	8
Business Studies	74	3	14	16	67
Chemistry	45	8	19	15	58
Economics	26	13	47	29	11
English Standard	56	5	31	55	9
English Advanced	58	7	57	33	3
Legal Studies	43	0	49	40	11
Mathematics Standard 2	55	25	24	20	31
Mathematics	30	10	27	40	23
Mathematics Extension 1	13	23	31	46	0
Modern History	23	22	35	35	8
PDHPE	67	21	28	34	17
Physics	19	11	42	32	15
Studies of Religion I	0	0	0	0	0
Studies of Religion II	69	2	43	43	12

2019 Grade Achievement – Year 11 (rounded)

No ROSA credentials were issued in 2019.

#### **Higher School Certificate Overview**

In 2019, 96 students sat for the NSW Higher School Certificate in courses. In total, 84% of candidates across all courses achieved Band 4 or higher in any course. In the 2019 HSC, AOSC was ranked 68<sup>th</sup> in NSW. (Sydney Morning Herald, 2019)

#### **All- Round Achievers**

In the 2019 cohort, 5 out of 96 AOSC students were named in the All Rounders achiever lists. We acknowledge the outstanding achievement of the students who achieved Band 6 results (90 or above) or a Band E4 results (45 or better) in an extension course in 10 or more units.

#### **Top Achievers in a Course**

Top Achievers in Course lists the student(s) who achieved one of the highest places in an HSC course or VET exam and also achieved a result in the highest band possible (Band 6 or Band E4). In 2019, three students were part of the Top Achievers list, two students achieved in English Standard and one student achieved in Mathematics Standard.

#### **Honour Roll**

The Honour Roll acknowledges students who achieve Band 6 results (90 or above) in a 2U course or a Band E4 (45 or above) in an extension course in one or more subjects. In 2019, AOSC students earned 102 places on the honour roll. 38 out of the 96 HSC students were part of the Honour Roll this year. We acknowledge the hard work and great achievement that these students accomplished.

#### 2019 Higher School Certificate Results by Course

#### Performance Band Achievement by Percentage (rounded)

Subject	Number of students	% Band 6	% Band 5	% Band 4	% Band 3	% Band 2	% Band 1
Ancient History	9	11	45	22	22	0	0
Biology	38	5	34	29	32	0	0
Business Studies	51	29	33	26	12	0	0
Chemistry	29	7	24	24	41	3	0
Economics	8	50	38	0	12	0	0
English Standard	57	17	44	30	9	0	0
English Advanced	36	19	64	17	0	0	0
Legal Studies	28	32	39	25	4	0	0
Mathematics Standard 2	39	21	21	36	20	2	0
Mathematics	37	57	19	22	2	0	0
Mathematics Extension 1	12	50 (E4)	50 (E3)	0	0	0	0
Mathematics Extension 2	11	18 (E4)	55 (E3)	28 (E2)	0	0	0
Modern History	9	0	45	44	11	0	0
PDHPE	55	16	42	20	20	2	0
Physics	10	10	30	30	20	10	0
Studies of Religion II	45	9	53	31	7	0	0

In 2019, 100% of the year 12 cohort participated in the HSC. There were no VET courses studied at the school.

#### Theme 5:

# Teacher Qualifications and Professional Learning

All AOSC staff attended a variety of Professional learning activities. Some of these courses are listed:

Professional Development Course	No. of Staff
2019 Annual Conference Passion to Practice	1
Adjustments to Assessments for Students with Disability	34
Asthma , Anaphylaxis & CPR Training	All
Creating Safer Independent Schools	All
Curious Incident of The Dog in The Night Time	2
Disability Provisions Workshop	1
Disability Standards For Education	41
DQ Diabetes Education Sessions	All
Edval Timetable Construction	1
Edval Timetable Development	2
Edval Timetable Essentials	2
HSC Chemistry Workshop	1
HSC English Advanced Preparation Course - Module A	1
Implications for Teaching Webinar Series	2
Naplan Inline Training	1
NCCD- Application & Evidence	2
NCCD- Overview & Moderation	2
Preparing for the 2019 HSC Physics Exam	1
Provide Education & Care	1
Sentral Attendance Module Training	41
Texts & Human Experiences – HE Year 12 Common Module	2
Valuing Educator Experience	1
Working Together – Multi Tiered Systems of Support for Student Success	2

Teacher Accreditation				
Teacher Category	Number of teachers			
Conditional	6			
Provisional	9			
Proficient Teacher	29			
Highly Accomplished Teacher (Voluntary Accreditation)	0			
Lead Teacher (Voluntary Accreditation)	0			
Total Number of teachers	44			

Teaching Standards					
Teacher Category	Number of teachers				
Teachers having teacher education qualifications from a higher education institution within Australia or as recognised within the National Office of Overseas Skills Recognition (AEI-NOOSR) guidelines.	42				
Teachers having a bachelor degree from a higher education institution within Australia or one recognised within the AEI-NOOSR guidelines but lacking formal teacher education qualifications.	2				

#### Theme 6:

## Workforce composition

Workplace Composition				
Teaching staff	42			
Teaching staff- Full time equivalents (FTE)	40.8			
Operational Staff	12			
Operational Staff- Full time equivalents (FTE)	11.8			

Theme 7: Students Attendance, and retention rates and post-school destinations in secondary schools

Student	Student Attendance Rates in 2019					
Year Level	Attendance rate					
Year 7	92.9%					
Year 8	93.1%					
Year 9	91.3%					
Year 10	92.5%					
Year 11	93.0%					
Year 12	95.4%					
Whole School	93.2%					

#### **Attendance Summary Calculation Assumptions**

- Students are calculated as present even if they are present for a single period in a day.
- Students are calculated as present if they are on school related leave.
- Year 12 attendance is calculated for Term 1, Term 2 and Term 3 only.
- Attendance is calculated only for school days.

#### Management of non-attendance

It is the policy of Alpha Omega Senior College that an accurate record of daily attendance as per the NSW Attendance Register Codes is maintained using digital attendance records. All parents/guardians of our Year 7 to Year 12 students are expected to support the School's Attendance Policy & Procedure.

#### **School Retention Rates**

The retention rates of the 2017 Year 10 Cohort who completed Year 12 in 2019 was one hundred and fortyone percent (141%).

The Year 12 2019 Cohort student numbers increased from 68 in Year 10, 2017 to 96 in Year 12, 2019 of which 61 were the same students from Year 10 in 2017.

#### Absences

In the case of day-to-day absences due to illness or misadventure, the parents/guardians of the student are expected to notify the school by calling before 7:30am. When a student is recorded as absent during first period, parents/guardians are sent an SMS informing them that their child is absent from school. Upon the student's return to school, the student must bring a note from home explaining the absence. The note must include the date of absence, the reason for absence and in the case of illness or appointment, the nature of illness or appointment. All notes are to be handed in to the roll call teacher during roll call. In the case where there is no letter of explanation handed in within 7 days of an absence, then a School Absentee Letter is sent to parents/guardians. Once received the explanation of absence is then recorded. After 14 days, if the parents/guardians do not return the explanation of absence, the student is marked as having an unexplained absence.

#### Lateness

If a student comes to school after the start of roll call, the student is to report to the reception to obtain a late note. This note is to be shown to the classroom teacher and is then to be signed by parents.

#### **Extended leave**

AOSC students are expected to attend school every day. Students who wish to travel or require an extended leave of absence will need to notify the College <u>one</u> month prior to their leave. Students must complete **ALL** relevant documentation before any extended leave will be approved. The approval of the application for extended leave remains solely with the discretion of the Principal.

A copy of the school's Attendance Policy & Procedure can be provided upon request.

#### **Post School Destinations**

Out of 96 year 12 students, 100% of the students enrolled in various universities.

#### **1.** Rationale

Alpha Omega Senior College (AOSC) is a modern coeducational college for Year 7 to 12 students from a diverse range of backgrounds. AOSC welcomes families of any cultural background and of many faiths. AOSC believes all students have a right to quality education and the diverse nature of the student body and the students' individual talents, interests and skills enrich and benefit the entire school community.

#### **2.** Objectives

The policy will provide guidance to all staff involved in the school's enrolment process to ensure that their practice leads to compliance with all relevant School policies and Government legislation.

#### 3. Scope

All School staff involved in the enrolment process, students and parents/guardians.

#### 4. Definitions

Parents: includes legal guardians or any other person who has applied to have a child enrolled at the school

Disability: in relation to a child, is that as defined in the Disability Discrimination Act (Cth) 1992

**Pre-enrolment Assessment:** is a test that is undertaken by all students prior to their enrolment into the school. It is conducted to ensure that the school provides the best advice possible to students and parents about the suitability of the school's academic courses to the student's interests and aptitudes.

#### 5. Policy

This policy has been developed in order to provide guidelines for the enrolment of students to ensure that all enrolment applications are dealt with justly and consistently.

The school seeks to enroll students:

- Whose families have similar attitudes, values and priorities as the school;
- Who will avail themselves to the academic opportunities;
- Who will abide by the school's regulations

While the policy is as comprehensive as possible, there will inevitably be some situations which are not specifically covered. In such instances, it is the Principal's responsibility to decide the appropriate course to take in the circumstances.

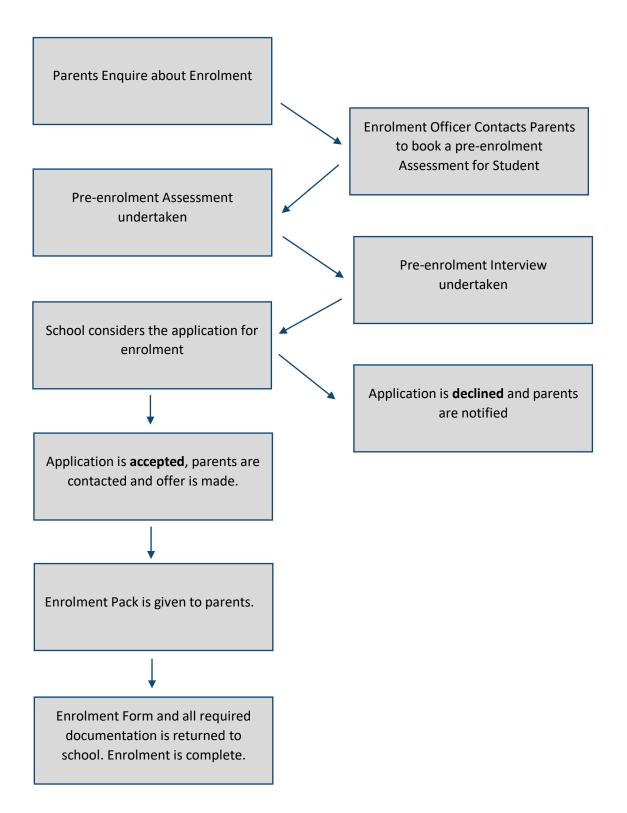
The Acts as referred to in "ASSOCIATED DOCUMENTS/REFERENCES/LINKS" make it unlawful to discriminate against a person by refusing to enrol them at the School on the grounds of their disability or race. The School is committed to fulfilling its obligations under the law in this Enrolment Policy.

#### **6.** Procedure

The following outlines the process for enrolling a student into AOSC.

Enrolment relates to any student who is eligible for a Record of School Achievement and has met Pre-enrolment Assessment for entry into the school. The procedure for enrolments of students is below:

#### **6.1.** Enrolment Process



#### **6.2.** Provisional Enrolments

**Provisional Enrolment** relates to any student who has is **not eligible** for a Record of School Achievement and <u>has</u> met AOSC standard testing for entry into the school.

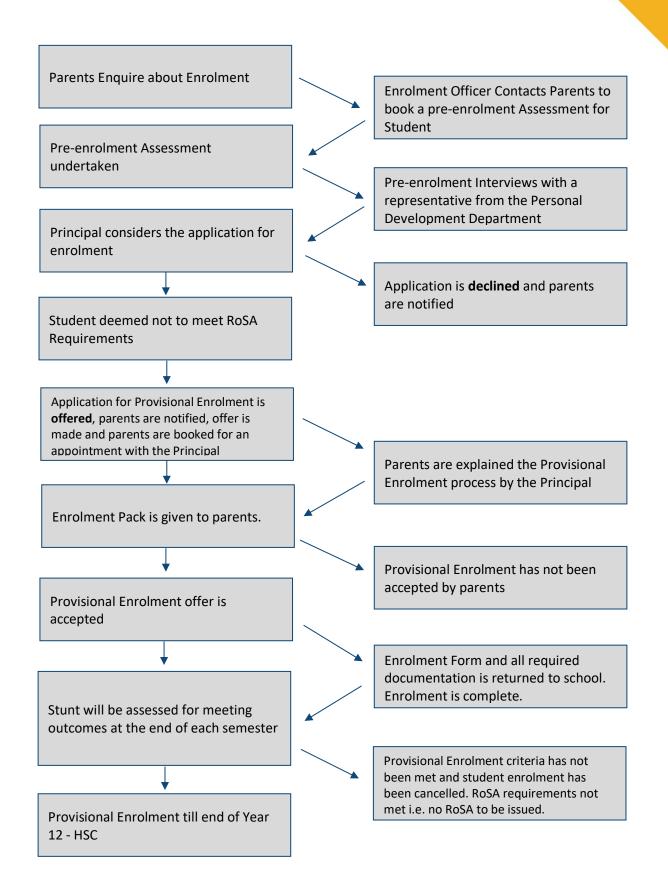
A student who is not eligible for a Record of School Achievement may enter Preliminary courses:

- a) if the principal deems that the student has another credential equivalent to the Record of School Achievement; or
- **b)** Provisionally, if the principal believes that the student has a reasonable chance of satisfactorily completing Higher School Certificate studies.

Provisional enrolment is offered to students on the basis of academic merit, as demonstrated by their performance in their previous school and through AOSC Assessment. Students will also undergo an interview process as per the enrolment process. This is to assess whether the students has a reasonable chance of satisfactorily completing the Higher School Certificate (HSC).

All students enrolling provisionally will be provided with **RoSA Letter to Parents – Appendix A** stating the requirements needed to fulfil their ROSA/HSC Requirements.

Students leaving prior to the completion of Year 12, will not qualify for ROSA.



#### 6.3. Review Process

Students who have been offered a Provisional Enrolment will be monitored closely to ensure that they meet all academic criteria of a student in their year group.

Review dates will be conducted at the end of semester reviewing how the student is progressing. Students at risk of not achieving outcomes will be interviewed with their parents to discuss performance improvement.

#### 6.4. Students with a Disability

Where information obtained by the School indicates that the student has a disability, the Principal will seek to identify the exact nature of the student's needs and the strategies required to address them. Having obtained this information, the Principal will determine whether the student, if enrolled, would require services or facilities that are not required by students who do not have the student's disability. Where the Principal determines that the student would require such services or facilities, the Principal will determine whether enrolling the student would impose unjustifiable hardship on the School.

In making this assessment, the Principal will take into account all relevant circumstances of the case, including:

- a) the nature of the benefit or detriment likely to accrue or be suffered by any persons concerned (including other students, staff, the School, the student, the family of the student, and the School community); and
- b) the effect of the disability of the student; and
- c) the School's financial circumstances and the estimated amount of expenditure required to be made by the School.

Where the Principal determines that the enrolment of the student would cause unjustifiable hardship, the Principal may decline the offer of a position or defer the offer. Refer to **Disability Discrimination Policy**.

#### **6.5.** Full Fee Paying Overseas Students (FFPOS)

FFPOS will be enrolled as any other student, but will also require:

- Certified transcripts of academic records for the past two years of school
- Certified evidence of Date of Birth.
- Copy of passport and Visa Details

#### 7. Rights and Responsibilities

The School reserves the right not to offer any student a place at the School or to defer the offer of a place to any student in its discretion but particularly when the parents, having been aware of their student's specific educational needs, decline to declare those needs or to withhold relevant information pertaining to the student.

The School reserves the right to terminate a student's enrolment;

- a) If the behaviour or progress of a student is deemed to be unsatisfactory. The school may review any student's enrolment from time to time and may cancel the enrolment if the school, in its absolute discretion, considers that it can no longer appropriately meet the student's needs.
- b) Where there are not sufficient resources to deal with a student's needs and where the parents have not declared or have withheld known information pertaining to their student's needs.
- c) Where a parent owes monies to the school and all fees have not been paid during the year, or if arrangements agreed by the parent and the school have not been honoured by the parent.
- d) If a parent withholds information relevant to the application and Enrolment Process.

#### 8. Appeals

Where a parent or guardian wishes to appeal against the decision for non-enrolment the Principal will seek to resolve the matter by determining whether the stated criteria for enrolment have been applied fairly. The Principal reserves the right to offer or decline a position to any student and the Principal's decision is final.

#### 9. Confidentiality & Privacy

Confidentiality and privacy require that all staff must ensure that information regarding students and their parents and/or legal guardians is restricted to those involved in the enrolment process.

The school respects all right to Privacy and is bound by the Australian Privacy Principles (APPs) contained in the Commonwealth Privacy Act 1988. In relation to health records, the school is also bound by the New South Wales Health Privacy Principles contained in the Health Records and Information Privacy Act 2002 (Health Records Act).

### **10.** Record Keeping

Information concerning all applications will be kept on file. Unsuccessful application information will be kept for five years. Successful application information will be kept for the duration of the student's enrolment at the School plus seven years after leaving the school.

# Theme 9:

# **Other School policies**

#### A. Student welfare policies

AOSC seeks to provide a safe and supportive environment which:

- Minimizes risk of harm and ensures students feel secure
- Supports the personal, academic, physical, social and emotional wellbeing and development of all students.
- Provides student welfare policies and program that develop a sense of self- worth and foster personal development

Policy	Changes in 2019	Access to text
AOSC Behaviour Management Policy and Procedure	Reviewed and no changes	This is issued to all
All AOSC students are expected to abide by the AOSC school rules and any instructions given by school staff. The school rules are found in the front of the school diary. All staff members must abide by the AOSC Discipline Policy which was issued to staff during the staff induction day. Where disciplinary action is required, penalties will be determined and imposed according to nature of the breach of discipline and the student's prior behaviour. All disciplinary action decided by school staff against any student including detention, suspension, expulsion or exclusion will be based in procedural fairness. The AOSC Discipline Policy was issued to all staff members during induction and has been explained to students during the Student Induction Day. All discipline 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 exclusion.	made	staff in staff induction day in accordance to the staff induction policy. Included in policy folders located on school grounds and on the staff intranet.

AOSC Pastoral Care Policy	Reviewed and no changes	This was issued to all
The school aims to provide a safe and supportive	made	staff in the staff
environment to support the mental, physical and emotional		induction day.
wellbeing of students.		Included in policy folders located on
		school grounds and on the staff intranet.
Anti-Bullying Policy	Reviewed and no changes	Included in policy
This policy provides processes for responding to and	made	folders located on
managing allegation of bullying at school. This includes all		school grounds and on
forms of bullying both physical and cyberbullying. This policy		the staff intranet.
also includes contact information for the local police school		
liaison officer.		
Grievance Policy and Procedure	Reviewed and no changes	Included in policy
This policy uses appropriate procedural fairness in dealing with complaints and grievances and includes processes for raising and responding to matters of concerns identified by parents and/or students. These process incorporate how parents raise complains and grievances and how the school will respond.	made	folders located on school grounds and on the school's website.

#### **Theme 10:**

#### School determined improvement targets

The executive staff at Alpha Omega Senior College annually review and extend the school's Development Plan, evaluating the success of the previous year's priorities and determining future priorities. The plan is discussed with the school's Board and then finalised.

There will be three major areas we will be targeting for the next several years. These are;

- 1. Literacy and Numeracy
- 2. Expansion of Physical Space
- 3. Evaluation and Upgrade of Policies & Procedures

In 2019, the major focus continued to be the improvement of literacy and numeracy with our students. Upon receiving Year 7 and 9 NAPLAN feedback, the areas of concern in both literacy and numeracy were highlighted and an improvement plan was drawn. Through the analysis of the NAPLAN Data, it is evident that our focus on Literacy and Numeracy is paramount and will continue in the coming year.

In addition to this, with the approval to cater for 1000 students across Year 7-12 at both our campuses, we have been focusing on developing infrastructure to cater for our school's potential growth. As we grow to our maximum size for this site, we will be acquiring new space and renovate in an effort to make better use of some current space and to improve the learning facilities.

Our policies and procedures will also undergo a thorough evaluation for an upgrade to help cater for the continued growth of our School.

#### **Theme 11:**

#### Initiatives promoting respect and responsibility

Alpha Omega Senior College employs a range of different strategies to implement the values of respect and responsibility in our students. Our school 's motto- Belief, action, change helps our students understand that it is the belief in themselves and others that can bring about the action that will result in the change that they would like to see in the world. At AOSC we believe that by educating and supporting our students, they will in turn become better and more responsible Australian citizens showing respect to themselves, their communities and the society as a whole.

The concepts of respect and responsibility are greatly emphasised in our school programs. Students started an initiative this year to help raise fund for disadvantaged people in Australia and across the Globe.

This year, students across all grades 7 to 12 worked together to raise funds for a wheelchair to gift to a fellow peer. With the support of the chair, this student would be able to stand, giving her the ability to do things never possible for her before. Together, they successful raised \$50,000. With the help of the school, the students gifted her the chair on a dedicated lunch and picnic day.

#### **Theme 12:**

#### Parent, student and teacher satisfaction

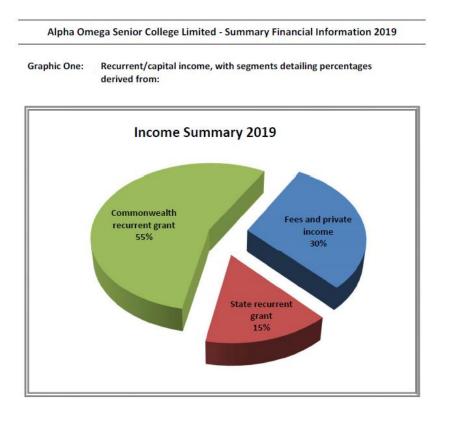
At Alpha Omega Senior College, every effort is made to ensure parents are well informed about their child's progress, academically and pastorally. Parents have thanked staff for their continued endeavours and appreciate the time staff spend with students. They acknowledge that the extra individualised tuition and consultations provided by the staff make a significant difference in their child's academic performance. Parent/Teacher interviews are always well attended and the end of year farewell for the Year 12 students is a very popular family event.

The culture of the school creates an environment of personal and academic growth for the students. The opportunities for leadership in the school are well supported by the students; the students willingly create and foster support groups for each other. The growth in the number of students at the school, the high attendance rate and the level of school pride are all indicative of the level of satisfaction students have with the school.

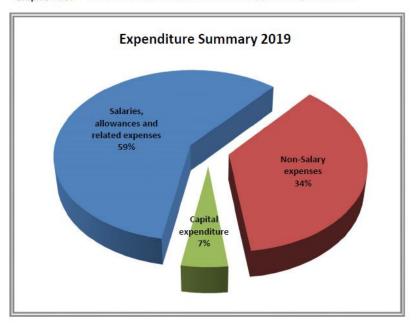
Support of all staff is key to employee satisfaction at the school. The staff work collegially in a collaborative manner. Communication is open and staff are well supported by the Executive. Staff surveys indicate morale is high. The excellent staff retention rate reflects the loyalty staff have to the school and each other.

#### *Theme 13:*

#### Summary of Financial Information



Graphic Two: Recurrent/capital expenditure, showing percentages spent on:



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