



Annual Report 2018

Macquarie Grammar School

Prepared for the NSW Educational Standards Authority



PO Box Q1259
Queen Victoria Building
Level 8 225 Clarence Street

Sydney NSW 1230
Sydney NSW 2000

CRICOS Provider Code 03330B

Email: enrolments@mgs.edu.au

Web: www.macquariegrammarschool.edu.au

Tel: +61 2 8228 3022

Purpose of this Report

This Annual School Report is a requirement for compliance with Section 3.10.1 Educational and Financial Reporting of the Registration and Accreditation Requirements for Individual Non-government Schools, under the [Education Act 1990](#) (NSW). This Report provides the Macquarie Grammar School community with reliable and objective information about the School's performance measures and policies, as determined by the Minister for Education, New South Wales.

Details about initiatives and developments of significant interest and importance to the School community throughout 2018 and achievements. Other information has been provided from the School's management software program (Denbigh) and, existing policies and documentation. The Report outlines the processes, in place, to assure the provision of quality educational experiences for Macquarie Grammar students.

The Report is submitted to the NSW Educational Standards Authority (NESA) and is available on the School's website from the 30 June 2018. Ultimately, the Report demonstrates accountability and compliance with regulatory bodies, as well as the School community and convinces the reader of Macquarie Grammar's quality and effectiveness, in fulfilling the needs of students. Further information about the School and/or this Report may be obtained by contacting the School.



1. Messages from Key School Bodies

1.1 From the Headmaster

Macquarie Grammar School is a supportive and unique school that is located in the heart of Sydney's CBD. The school originated in 2004 as the Board felt that the best location for a new vibrant Independent School, is where transport links are best for students to commute daily to and from school easily and quickly. With the rail, bus and light rail networks all converging to the centre of Sydney, it was decided that Town Hall would be the prime location to locate and establish a co-educational high school. Schools are constantly evolving and are always exploring how to make the classroom a meaningful and genuine learning environment that mimics society and the working world. With the multi-national and large corporate Australian companies having their main offices in Sydney, the stock exchange being positioned just up the road in Martin Place, the Law Courts and NSW Parliament within walking distance in Macquarie Street, the NSW Art Gallery and the open playing fields just a stones throw away from us at the Domain, the Powerhouse Museum at Ultimo, the Ian Thorpe Aquatic Centre in Darling Harbour, this places the school in a fortunate position to exploit the use of these magnificent facilities and bring the mobile classroom to life. It's not uncommon for our students to be visiting these sites throughout the year as part of enriching their classroom experience.

Since the school underwent a structural change over the past couple of years commencing in 2016 this has brought about an ongoing improvement in student welfare monitoring and home visitations, and improvements in the curriculum and sport. ELICOS has an annual review of programmes and lesson delivery is now focussed on a holistic approach to learning the English language. This has allowed students to progress from HSP 1 to 2 at a quicker rate with both the spoken and written language improving significantly at each of these levels. In the area of student welfare two scheduled home visitations take place in April and September, and the school was able to deal with homestay issues quickly and further developed a link between the Homestay Host and the School. Daily monitoring of student attendance, regular counselling and contact with parents and guardians, has led to improved student academic outcomes and attendance rates.

Our Year 12 2018 cohort maintained the School's high academic focus by being ranked amongst the top 180 schools in NSW, and almost all of our students matriculated to university. As a fully comprehensive non-selective school, this is an outstanding achievement and a credit to both the students and their teachers. Congratulations to our 2018 Year 12 cohort. A wonderful set of results from a hardworking cohort of students.

Enrolments continued to improve both domestic and international, which highlights the relevance of the school's unique operational model to parents and in meeting the needs of their children. Sport options continued to be broadened and the students were able to compete in a number of competitions including ISD and AICES. The competitive spirit of our students has continued to improve and is a credit our Sportsmaster. The number of students who participated at both ISD and AICES is on the rise.

I wish to thank the parents for displaying their ongoing confidence in the school by enrolling their child, the staff for their genuine interest and ongoing care of the students, and the students for displaying enormous pride in the School. I confirm that information in this Report is the result of a School evaluative process and provides a balanced account of the School's progress in 2018 and areas for development.

1.3 Parents and Friends' Committee

Once again, the Parents & Friends Committee worked to support the School throughout the 2018 school year. Our Welcome Evening was held early in Term 1 which provided an opportunity for the school community to come together in a relaxed manner, with the Headmaster and Teaching staff providing most informative overviews of their subject areas. Additionally, families then had the opportunity to engage with the Headmaster and Teachers whilst enjoying light refreshments. This event was a wonderful opportunity to welcome both new families and new staff to the School. Later in the year, the Headmaster once again invited parents and friends of the School to attend an information evening which is always much appreciated. In December, the Graduation Awards Assembly was well attended by many families, with light refreshments being provided at the conclusion of the formalities. This event provided a lovely opportunity to celebrate and showcase the achievements of the school year, and to allow families the opportunity to thank the staff for their endless efforts throughout 2018.



*Mr Richard Clift
President
Parents & Friends Committee*

1.4 From the Student Representative Council

The Student Representative Council (SRC) promotes leadership and encourages participation in a variety of student driven activities. The aim of the SRC is to provide opportunities for all students to cultivate their potential by participating in and managing school and community projects. The SRC consists of volunteers from Years 7 – 12 and is open to all students. Key roles within the SRC are: president, secretary and treasurer, which are elected by the student representatives each year.

In 2018 the SRC was co-ordinated by Mrs Cawood, with Rosalind Malolo as President, Mia Steward and Dilara Ozhan as Secretaries, and Hayden Clift as the Treasurer.



The SRC held weekly meetings and worked diligently to promote and run various fundraising activities, for selected community projects and charities. We raised funds for the World's Greatest Shave, Biggest Morning Tea, Jeans for Genes, White Ribbon Day and RSPCA Cupcake Day.

The SRC identified issues that are important to our students and ran activities for: National Day against Bullying, Harmony Day, Girls in Tech, Clean up Australia and RUOK Day. The SRC also managed and promoted school events, such as Chinese New Year Celebrations, Student Talent Show and spread some holiday cheer with candy cane deliveries.

The SRC is able to contribute to the school and provide input into the operations of the school, thanks to the enthusiastic student members and supportive staff.



*Mr Antia Cawood
SRC Co-ordinator*

2. The Educational Context of the School

Macquarie Grammar School is Sydney's only secular, independent, fully comprehensive, co-educational secondary School that operates within the policies of the New South Wales Educational Standards Authority. Founded in 2004, the School's mission is to provide an environment which is academic, well supported by the teaching staff and prepares students for the Higher School Certificate (HSC), pre-vocational and University education, and the workplace, by providing a quality education to its students and fostering an enjoyment of and respect for learning.

The School prides itself on its unique environment, which is harmonious, where students feel welcomed, enjoy attending school daily and strive to attain their best in all areas of the school's curriculum. We elicit in our students values of integrity, honesty, pride, tolerance, inclusiveness and non-discrimination. We reflect accurately on societal challenges and changes, providing guidance and support for our students in the modern world, and creating

hard working talented contributors to society. We are committed to the education of young people in all areas of their endeavour.

The School's aims are as follows:

- in educating for life, the School will develop an environment to foster the whole person, including the student's moral, intellectual, social, aesthetic, emotional, and cultural development;
- in all student endeavours, the pursuit of excellence will be encouraged so that each student will strive to attain the highest standards of which they are capable, personally;
- an open spirit of enquiry and respect for the truth will be important aspects of each student's pursuit of wisdom and knowledge;
- high priority will be given to the competent attainment by students of thinking, language, literacy, and numeracy skills;
- students will be encouraged to participate as much as possible in the whole programme of the School with the aim of enriching their lives through the development of character, initiative, and personality;
- Macquarie Grammar School will provide personalised tuition by experienced, qualified, and dedicated staff who aspire to teach and assess according to the Australian Professional Standards for Teachers;
- to keep abreast of improvements and advances in technology and offer programmes relevant to current employment and market standards;
- incorporate ICT (information and communications technology), proactive planning, resource management, problem-solving skills, group dynamics leadership and cooperative learning abilities, that are developed through a dynamic and innovative curriculum and its delivery;
- provide without academic barriers, an appropriate academic-based curriculum for all students; and
- promote in students a love of learning and a desire to continue learning and to help them make, effectively, the transition from secondary to tertiary study or to the workplace.

3. Student Outcomes in Standardised National Literacy and Numeracy Testing

All MGS students in Years 7 and 9 whether international or domestic, partake in the NAPLAN tests and in some instances performed significantly higher than the State and National averages. The school utilises the NAPLAN as it is intended, as a diagnostic test that enables our teachers to annually review the literacy and numeracy needs of our students, especially our international students, who have been with us for only a short period of time. This could equate to only a term or a couple of weeks.

The results in the table below largely reflect the ESL make -up of the cohorts and show only an overall picture of our results. In actual fact, there were pleasing results from our top students, with some students scoring in high bands 6 -7 in Numeracy and Literacy. Our NAPLAN results vary from year to year based upon student numbers and the percentage of domestic students in the mixture of the cohort.

Student Outcomes in Standardised National Literacy and Numeracy Testing

In 2018 Macquarie Grammar School had 100% attendance and all students were assessed in the NAPLAN examinations. This is a pleasing result in itself, incorporating all of our students into an evaluative insight in the context of the NAPLAN examinations. Student participation in the NAPLAN exams was excellent with Macquarie Grammar School's average surpassing the State Average. This is reflective of a pleasing school culture in the administration of the NAPLAN exams.

Some very pleasing results were obtained in the 2018 NAPLAN examinations. Interestingly there were a significantly larger number of students scoring in bands 5-6 with some excellent results in Grammar and punctuation as well as Numeracy with Band 7-8 attained. A reiteration of the cohort structure explains why the results appear to be less than previous years with significant numbers of international students making up the numbers in these cohorts. Although not all of our students performed at this level, the international composition of our students' accounts for these results. Students in the junior years continue to improve their performances and we look forward to them scoring well in the Years 7 and 9, 2019 NAPLAN examinations.

MGS NAPLAN Results for Macquarie Grammar v Australian Public Schools				
Assessment Topics	Year 7 Bands 5-9 (Highest)		Year 9 Bands 5-9 (Highest)	
	MGS	Australia	MGS	Australia
Reading	N/A	N/A	100%	95%
Writing	N/A	N/A	100%	97%
Spelling	N/A	N/A	100%	93%
Gramm. and Punct.	N/A	N/A	100%	95%
Numeracy	N/A	N/A	100%	91%

NAPLAN results are reported on a common scale, which is divided into 10 achievement bands (Band 1 – Band 10), with six bands reported for each year level.

Our School's results for NAPLAN are uploaded to the My School website for viewing and a hard copy is sent to the school and to parents indicating the performance of each student, as well as the overall cohort's performance. Trends in NAPLAN results are useful for deriving curriculum focuses and directions in addressing changing school needs. These are done through the developmental evolutionary evaluation of programs each term by all teachers and initiatives are undertaken in order to address needs of specific cohorts.

4. Results of the Higher School Certificate

Results of the Higher School Certificate
Table 1: HSC Subject Results Compared with State of NSW

<i>HSC Course Name</i>	<i>Examination Mean</i>	<i>Bands 4-6 School</i>	<i>Bands 4-6 State</i>	<i>Bands 3-6 School</i>	<i>Bands 3-6 State</i>
Biology	78	100	70	100	89
Business Studies	71	50	64	90	87
Chemistry	81	100	70	100	89
English (Standard)	64	0	50	100	84
English (Advanced)	82	100	90	100	98
English as a Second Language	71	57	57	86	84
English Extension 1	42	100	99	100	99
English Extension 2	35	100	99	89	99
Information Processes and Technology	73	71	67	100	75
Legal Studies	74	80	72	100	85
Mathematics	84	86	78	86	93
Mathematics Extension 1	81	100	61	100	86
Mathematics Extension 2	67	100	98	100	100
PDHPE	67	25	60	75	85
Physics	72	67	65	84	84
Visual Arts	78	100	92	100	99
Chinese Beginners	75	60	77	100	91
Chinese and Literature	87	100	96	100	99
Japanese Beginners	73	33	71	100	85

The Year 12 Student cohort of 2018 maintained the high academic standards in Mathematics, Extension 1 and 2, English ESL and Advanced, Legal Studies and Languages. The results in languages were exceptional with Chinese and Literature and Chinese Beginners performing at the highest levels, it was also pleasing to see other courses like Physics, Chemistry and Visual Arts attaining good results with our students in 2018.

Overall MGS students performed at a pleasing level which is a commendable achievement and supports our commitment to quality teaching/learning taking place in the classrooms at Macquarie Grammar School.

I thank all the students for their dedication and application towards their studies in achieving these results, also the teachers involved in the 2018 HSC are to be congratulated for their efforts. Of course, supportive families that guide and endure the HSC year are also to be thanked and congratulated.

5. Senior Secondary Outcomes

Macquarie Grammar is a traditionally focussed Grammar School, it only offers NESA developed courses; we do not offer School based or VET courses, as we maximise each student's ATAR (Australian Tertiary Admissions Rank) potential for University entry. All our students who completed Year 10 were awarded with a RoSA and all of our Year 12 students in 2018 received a Year 12 Higher School Certificate.

All students requested an ATAR from the Universities Admissions Centre, in order to secure offers into Australian Universities. In 2018 our top ATAR result was in the 90s, and the HSC Dux was Fangni (Frances) Li.

6. Workforce Composition

All our teachers are native speakers of English; our LOTE teachers of Chinese Beginners, Chinese and Literature and Japanese Beginners are native speakers of their respective languages. Members of staff are at different stages of their professional development. This provides the school with the diversity of youth and experience as well as a mix of traditional and modern pedagogical teaching and learning practices.

The School also employs an Administration Manager who oversees all support staff, an Accountant, Accounts Receivable and Payable Officer, two Student Services Officers, Homestay Officer, Admissions Officer, Marketing and IR (International Relations) staff and an IT Manager. Most MGS Teachers actively implement an administrative role, eg Careers Advisor, House Tutor/Roll Call, Director of Welfare Officer, Director of Curriculum, etc.

The School is fortunate to have members of staff who are fluent in a variety of languages and are able to offer assistance with translation, if required.

7. Professional Learning and Teacher Standards

In accordance with NESA guidelines, all Macquarie Grammar Teachers have teaching qualifications from a higher education institution within Australia or recognised within the National Office of Overseas Skills recognition guidelines.

The Table below indicates the proportion of Macquarie Grammar Teachers holding postgraduate qualification(s), as per the AQF (Australian Qualifications Framework), in addition to a teaching qualification:

Qualifications	Percentage of MGS Teachers
Teaching qualification(s)	100
+ Postgraduate qualification(s)	100
+ Additional to Yr 12 AQF qualification(s)	100

Macquarie Grammar School is an approved Teacher Accreditation Authority by the NSW Educational Standards Authority.

Qualification Category of Macquarie Grammar School Teachers (including part-time Teachers):

Category (as defined by the Institute of Teachers Act 2004)	No of Teachers
Teachers who have teaching qualifications from a higher education institution within Australia or as recognised within the National Office of Overseas Skills Recognition (AEI-NOOSR) guidelines, or	14
Teachers who have a Bachelor Degree from a higher education institution within Australia or one recognised within the AEI-NOOSR guidelines but lack formal Teacher education qualifications, or	0
Teachers who do not have qualifications as described in either of the categories Above but have relevant successful teaching experience or appropriate knowledge relevant to the teaching context. Such 'Teachers' must have been employed to 'teach' in NSW before 1 October 2004 (either on a permanent, casual or temporary basis), and have approval from the NSW Institute of Teachers to extend the period during which an approved teaching qualification may be obtained.	0

Only teachers who teach NESA approved and ELICOS courses are included in this Table. All courses at Macquarie Grammar School are NESA developed courses. The ratio of teachers to students is approximately 1:11.

Staff are encouraged and supported to explore their professional knowledge through subject specific associations and by participating in local, interstate, and international conferences. These experiences allow teachers to reflect upon their learning and teaching programmes with increased innovation. Teachers attend weekly Staff Meetings and Professional Development Day Meetings with the Headmaster. Teachers and the Headmaster also provide written input on the Australian Curriculum in reference to specific courses when required and updates to policies are presented in relation to Child Protection, Anti-Bullying, Staff and Student Code of Conduct, etc.

Currently, some MGS teachers are completing an additional University Qualification at their instigation.



Macquarie Grammar is committed to providing professional development, for all members of staff, to contribute to a vibrant learning community. All Teachers attended at least ten, designated, school-based Professional Development days within the four (4) terms of the academic year. The focus for each of these days was learning and teaching delivery and policy updates in relation to Child Protection, etc. Additionally, the table below lists some of the professional development activities that were undertaken by staff throughout 2018, to support their role in providing a quality education for each student:

Members of Staff	Professional Development Topics 2018
All Teachers	"First Aid", Steven Rokobauer, onsite, 23 July 2018
Director of Curriculum and Compliance. Mr Hagan	"Deeper learning and thinking across the curriculum" Moore Park Golf Club" 28 th November 2018-09-27 "How to make Beautiful Lino cuts" Surry Hills Saturday August 11 2018.
Director of Welfare and Operations. Mrs Sun	" Leading a culture of learning" Marco man, Ashfield Boys' High School, 17 March 2018 "IT Training for staff, School Management Plan session ,Tina Nguyen, SSCL, Sydney,16 June 2018 "First Aid", Steven Rokobauer, onsite, 23 July 2018 " Google Drive and Audacity Training Session", Tina Nguyen, Ashfield Boys' High School, 18 August 2018 " Edmodo and Audacity Training Session", Tina Nguyen, Ashfield Boys' High School, 8 September 2018
Chinese and Literature Sheng Juan Sun	" Sydney Chinese Language spectacular Preparation", Maria Xu, Burwood RSL Club, 12 March 2018 " Performance and Development Plan", Nahida Jamal, Ashfield Boys' High School, 17 March 2018 " An Introduction to RAP data", Joanne Zoras, Ashfield Boys' High School, 17 March 2018 "2018 PD workshop for Chinese and Literature Trial Exam for SSCL", all year 12 teachers form SSCL, 24 March 2018 "2018 PD workshop for Chinese and Literature Course New Prescriptions for HSC", Kiki Petrova, Joy Yao, Veronica, Shuyi, 25 March 2018 "2018 HSC Chinese and Literature Study Day, Sheng Juan Sun, Burwood RSL Club, 11 May and 24 June 2018 "2018 Sydney Chinese Language Spectacular" meeting, Maria Xu, Burwood RSL Club, 18 May 2018 "Professional Learning Plans", Nahida Jamal, SSCL, Sydney,16 June 2018 "New Syllabus Familiarisation", Joanne Zoras, SSCL, Sydney,16 June 2018

	<p>"NESA Languages Stage 6 Language and literature, and Language in Context Draft Frameworks consultation meeting, Lyn Sully, Burwood RSL Club, 26 July</p> <p>"2018 PD workshop for Chinese and Literature Course New Prescriptions for HSC" Lu Caoyang, Dorren Hsiao, Miao Foster, Burwood RSL Club, 29 July 2018</p> <p>"2018 PD workshop for Chinese and Literature Course New Prescriptions for HSC" Fan Ke, June Su, Alva Li, Roseanne Du, Burwood RSL Club, 5 August 2018</p> <p>"2019 Senior Syllabus implementation and cross centre Scope and Sequence", Joanne Zoras, Ashfield Boys' High School, 8 September 2018</p> <p>" New Prescriptions Workshop 1", Ken Lu, Ke Fan, Kiki Petrova, Veronica Yang and Shuyi Wu, SSCL, Chatswood HS Centre, Chatswood, 20 October 2018</p> <p>"Senior Markers Exam Briefing session", Jim Richardson, 2 November 2018 " Senior Marker for HSC Examination marking operations", S J Sun, 2 November to 13 November 2018</p> <p>" New Prescriptions Workshop 2", and SSCL, Strathfield Girls' HS Centre, Strathfield, 23 November 2018</p>
Chinese Beginners Xintian Cai	<p>"Sydney Chinese Language spectacular Preparation", Maria Xu, Burwood RSL Club, 12 March 2018</p> <p>CSDW (Community Language School Professional Development Workshop) "Teachers' roles and responsibilities; Scope & sequences, programs and resources", Saturday School of Community Languages Birrong Boys High School Centre, 27 January 2018</p> <p>CSDW (Community Language School Professional Development Workshop) "Professional learning plans; New syllabus familiarisation; IT training", Saturday School of Community Languages Birrong Boys High School Centre, 16 June 2018</p> <p>CSDW (Community Language School Professional Development Workshop) "2019 Junior language syllabus implementation and scope and sequence; ICT training – Adobe Connect & IC Recorder", Saturday School of Community Languages Birrong Boys High School Centre, 15 September 2018</p> <p>CSDW (Community Language School Professional Development Workshop) "Introduction to Millennium; Inclusivity in assessment tasks; eTAM; ICT training – new usage of Kahoot & Quizlet Live", Saturday School of Community Languages Birrong Boys High School Centre, 17 November 2018</p>
English Keith Gates	Completed International Diploma in TESOL and Cert IV in TESOL in July 2018

	Attended HSC Extension 1 and Extension 2 study days in English
Japanese Beginners Yoshika Yamashita	<p>“Japanese Beginners Day”, Japanese Teachers’ Association of New South Wales, North Sydney Boys High School, 25 June 2018</p> <p>“HSC Japanese Beginners Oral Examination Marking”, NESA, Rosehill Gardens, 21-26 September 2018</p> <p>“HSC Japanese Beginners Written Examination Marking”, NESA, Olympic Park, 2-7 November</p>
Visual Arts, IPT and Technology Antia Cawood	<p>“Art Lab: Sensory explorations”, Access program, AGNSW, 1 September 2018</p> <p>HSC BOW marking centre, NESA, Homebush, 13 October 2018</p> <p>Monet to Malevich, Study morning, Dr Molly Duggins, AGNSW, 24 October 2018</p> <p>Photography masterclass, Dragon Education, 8 November 2018</p>
Mathematics Aurelian Alexandru	<p>“HSC Feedback and Advice Day”, MANSW, Macquarie University, Saturday 24 Feb 2018</p> <p>“New Stage 6 Syllabus Content – Standard and advanced”, MANSW, Rooty Hill High School, 6, 13, 20, 27 Aug, 3, 10 and 17 Sept 2018</p> <p>“New Stage 6 Syllabus Content – Standard and advanced”, MANSW, Burwood Girls High School, 7, 21, 28 Aug, 4, 11 and 18 Sept 2018</p>

8. Teacher Attendance and Teacher Retention Rates

The average Teacher attendance rate including medical leave, and illness absences was 97.65%. Throughout 2018 there was a 77% retention of full-time teachers for 2018. Teachers who left the school pursued new professional options.

9. Student Attendance and Management of Non-attendance

The average student attendance rate was approximately 91.13%. The ratio of boys to girls is close to 3:2. The attendance rate for some displaced, international students under 80%. Such students are reported to DHA (Department of Home Affairs through PRISMS), after we issue them with a Notice of Intent to Report letter, as per DHA requirements. After they leave, our attendance rate increases, significantly. Most of our students maintain an attendance rate that is close to 90%.

- Total number of students included in 2018 attendance records (7-12) 129
- Total Teaching days during 2018 189
- Average number of teaching days attended by each student (7-12) 172
- Students’ attendance (7-12) as a percentage of teaching days 91%

<i>Year Group</i>	<i>Attendance Average Percentage</i>
HSP 1	92
HSP 2	89
Year 7	93
Year 8	89
Year 9	91
Year 10	89
Year 11	91
Year 12	95
<i>Student Average Across the School</i>	91.13%

Student non-attendance is managed by counselling each student, in order to determine their individual circumstances; families are informed and invited to attend an interview with the Director of Welfare and Operations to discuss strategies to improve student attendance. All students have their attendance monitored daily in the Tutor Group class held every morning and recorded on Denbigh. The Student Services Officers contacts the parents/guardians of students who are absent to determine and record a reason for absence. Students who have a poor attendance record and after liaising with parents are referred to the Student Liaison Officer for follow up and to Children Services.

In addition for international students three warning letters are issued to all students and their parents/guardians whose attendance falls below 95%, 90% and 85%, and this is followed up with counselling sessions and daily monitoring of student attendance by the Student Services Officer and Tutor Group Teachers. A Final Letter is issued when a student's attendance falls below 80%, cancelling their enrolment at the school and are reported on PRISMS to the Department of Home Affairs.

It must also be noted that the Australian Government allows international students to change providers after completing six months of the Principal Course. It is therefore attractive for students to change schools or move to other colleges to undertake VET courses, especially when they find the challenge of the Preliminary and HSC Courses too difficult. The school offers assistance to improve their academic performance throughout the process of counselling and prior to them leaving the school.

10. Retention of Year 10 to Year 12 (where relevant)

Of the 30 students who were in Year 10 in 2016, 67% of students were still enrolled at Macquarie Grammar School, in Year 12, in 2018. Students who left chose to attend other schools offering vocational HSC courses, moved interstate or overseas, transferred to Australian Government University Foundation Programmes or enrolled at RTOs (Registered Training Organisations).

The other Retention Rates in the Table below represent the percentage of those students who remained at Macquarie Grammar from their previous year of study and completed Year 12.

Table of Retention Rates from Year 10 to Year 12

Years Compared	Yr 10 Enrolment	Yr 11 Enrolment	Yr 12 Enrolment	Retention Rate
2016-2018	30	29	20	67%
2015-2017	23	36	16	70%
2014-2016	40	25	10	25%
2013-2015	33	33	12	36%
2012-2014	48	39	13	27%
2011-2013	17	52	15	88%
2010-2012	15	49	11	73%
2009-2011	22	52	18	82%
2008-2010	5	34	26	100%

11. Post-School Destinations

100% of our HSC students were eligible for entry into Australian tertiary institutions; 85% also satisfied Australian University entry requirements. The Universities Admission Centre (UAC) provided a number of offers to our 2018 HSC graduates.

12. Overview of Enrolment Policies and Characteristics of the Student Body

Enrolment enquiries are made to Macquarie Grammar via expos, telephone, email, the website or Facebook page portals, an agent, personal visit or word of mouth. These enquiries result in the referral of pre-enrolment information on the School's website, for prospective students.

Once the application form has been completed and signed by a parent/guardian, supporting documents listed for inclusion are required, as per the regulatory requirements.

All applications are processed within the School's enrolment policy. Students are admitted in date order of application. Enrolment in 2018 was 129 students, including 24 HSP (High School Preparation) students.

Entry into all year groups is subject to an interview and/or assessment by the Headmaster. Students' individual needs are discussed to determine whether his or her needs can be met within the range of support services offered by the School. Names are placed on the register and into the computer database (Denbigh), upon receipt of the Application Form. A Letter of Offer is sent to the parent/guardian/Agent advising that the Applicant is either accepted, on a waiting list, or refused. An International Applicant is sent an Electronic Confirmation of Enrolment (eCoE), upon receipt of payment of an attached tax invoice.

International student applicants are required to produce evidence of an IELTS (International English Language Testing System) result of 5.0 or a TOEFL (Test of English as a Foreign Language) result of 183 (computer) or equivalent, for entry into Years 7-10 and completion of the equivalence of the previous year of study. An IELTS 5.5 or TOEFL 210 (computer) result is required for entry into Years 11 or 12. Satisfactory completion of MGS's English Placement Test is also required, upon arrival. Students must also provide evidence of satisfactory completion of the previous year of study, eg Year 9 for entry into Year 10.

Macquarie Grammar School takes reasonable steps to ensure that a prospective student with a disability is able to apply for enrolment in the School and has their application considered on the same basis as other students. Notification must be received in writing from a parent/guardian/agent of a student who intends to cancel their enrolment, at least six months, in advance. Confirmation of the student's destination is obtained from the parent/guardian/agent and recorded in the School's database, along with other regulatory requirements.

As a registered provider on the Commonwealth Register of Institutions and Courses for Overseas Students (Registered Provider Number 03330B), Macquarie Grammar School is required to observe the requirements of providers as outlined in the Education Services for Overseas Students (ESOS) Act 2000, the National Code of Practice for Registration Authorities and Providers of Education and Training to Overseas Students 2018 (The National Code), and in accordance with guidelines administered by the Department of Home Affairs (DHA) and the Australian Government Department of Education.

Continued enrolment is based on compliance with the School's Code of Conduct, policies, payment of fees, and will be determined by the Headmaster.

Since our first indigenous girl commenced in 2008, we have been registered with several organisations to welcome more indigenous students to our School and we did, in 2014. This student completed her Year 12 studies at the end of 2017. Macquarie Grammar is a member of the "Dare to Lead Coalition", a Commonwealth funded national project with a focus on improving educational outcomes for Indigenous students. Additionally, other MGS and High School Preparation students came from Japan, Kingdom of Thailand, Malaysia, People's Republic of China, Hong Kong, Taiwan, India, Republic of Indonesia, Republic of South Korea, Republic of Turkey, Republic of Vanuatu, Vietnam, Bangladesh, Nepal, Brazil, Papua New Guinea, Nepal and Australia.

13. Student Engagement Before Enrolment and Familiarisation of Enrolment Policy

Purpose and Scope

This policy looks at several aspects of student engagement before enrolment, including the supply of information about courses and living in Australia, English language proficiency requirements and grounds to defer, suspend or cancel enrolment.

It deals with the requirements of:

- National Code Part B, Standard 1/NESA Guidelines, Requirement 3.7.3: Student engagement before enrolment
- National Code Part B, Standard 2/NESA Guidelines, Requirement 3.8.2: Student engagement before enrolment
- National Code Part B, Standard 3/NESA Guidelines, Requirement 3.9: Formalisation of enrolment

1. Responsibilities

The International Marketing Officer and the Admissions Officer have overall responsibility for ensuring that engagement with potential students before and during enrolment is appropriate and compliant, and ensures that they are making an informed decision about their institution and course of study.

All Administration Staff who have contact with potential students before enrolment must be familiar with this policy document.

Provision of Information to Students Before Enrolment

It is essential that students are provided with adequate information before enrolling, as set out in 015-Marketing, Promotional and Advertising Material Policy and Procedure.

‘Anti-Poaching Provision’: Not Recruiting Students in the Early Stages of Their Principal Course Without a Letter of Release

The important point here is to avoid recruiting students who have completed less than six months of their principal course on a student visa, or who have not yet completed courses before their principal course as part of a package of courses. The exception is that they can provide a letter of release from their provider and (if under 18) evidence of permission from their parent(s) or legal guardian. Under no circumstances will MGS actively recruit these students. Further, MGS will take reasonable steps to avoid inadvertent enrolment of such students.

070-Admissions Procedure (International Students) must be followed. The first step of this (“Assess the Application”) includes the relevant checks. PRISMS should alert MGS to the fact that a student is studying with another provider during the eCoE creation process, but it is still prudent to check directly with the parents/legal guardian and student.

An exception is where a provider has ceased to provide a course, in which case MGS may decide to participate in the student placement programme, to allow students to continue their studies.

Assessment of Each Student’s Qualifications, Experience and English Language Proficiency

This must be carried out in accordance with 070-Admissions Procedure (International Students)

Formalisation of Enrolment, Including Who Can Sign

Again, this should be carried out in accordance with 070-Admissions Procedure (International Students), which will ensure that the following general procedures are adhered to:

- It must be emphasised that agreements should be signed by the student’s parent or legal guardian if the student is under 18 at the time of signing (or by the student if the student has reached their eighteenth birthday). Under no circumstances may an agreement be accepted that is signed by any other person, e.g. agent or guardian appointed by a guardianship agent who doesn’t have legal guardian status. Reasonable steps to verify signatures will also be taken, by requiring that an official document bearing the signature such as driving licence or passport be submitted at the same time.
- No course money will be accepted before the parent/legal guardian has fully entered into a written agreement with MGS (this may happen at the same time as, or after, the written agreement is fully signed); if attempts to pay are made before the agreement has been signed by both parties, the payment should be rejected if possible and an explanation given. If the money has been paid into the school’s bank account, the parent/legal guardian must be

informed immediately of the need for the agreement to be signed, and if this has not happened within three working days, the money will be immediately refunded. In the meantime, the money should not be touched. Records of all steps taken and the reasons for them should be kept on file.

- English language proficiency evaluation is to be carried out before accepting the student. MGS has its own English Proficiency Test.
- The written agreement includes the following information (*NOT* simply links to the information):
 - the title and CRICOS number of the course
 - any conditions on the student's enrolment such as the need to meet a particular level of English language proficiency
 - an itemised list of all money payable, including but not only tuition fees, OSHC fees, materials fees, etc
 - the MGS refund policy, including:
 - amounts that can and cannot be repaid
 - process for claiming refunds
 - plain English explanation of what happens in the event of a course not being delivered
 - the statement "This agreement, and the availability of complaints and appeals processes, does not remove the right of the student to take action under Australia's consumer protection laws", and a plain English explanation of this statement
 - the circumstances in which the personal information of the student, parent(s) or legal guardian(s) may be shared with others, including homestay agencies and other service providers, the Australian Government, designated authorities and the Tuition Protection Service, including information about a suspected breach by the student of their visa conditions
 - the requirement that the student advises MGS of any change of address while enrolled with MGS
 - instructions not to pay until the agreement is fully signed or accepted electronically by both parties

Agreements will be signed by both parties, or acceptance of the agreement will be electronic. If the latter, the form of electronic acceptance must be of a type that is expected to survive a legal challenge.

If a particular student will study more than one course at MGS (e.g. ELICOS followed by High School) then a single written agreement may cover both courses as long as the details of both courses are included. Note that this only applies because both courses are registered on CRICOS with MGS; should another provider be involved, the student will need a separate agreement with the other provider.

13.1 Other School Policies

Macquarie Grammar has policies that address all the Standards of the National Code 2018, the ESOS (Education Services for Overseas Students) Act 2000, and the New South Wales Education Standards Authority requirements. All members of staff are required to sign-off that they have read the policies as part of their staff induction.

The full text of the School's policies and procedures are available on the School's intranet; many policies and procedures are included in the Student Handbook, Staff Handbook, School Notice Boards, and the School's website. Parents may request further information by contacting Reception/Administration.

Policies and procedures are reviewed, updated, and added annually to the School's QMS (Quality Management System) Folder, in keeping with changes in legislation, by the School Board of Governors and the Executive Team. These policies are made available on the network for all staff to familiarise themselves with.

During the reporting period, MGS policies and supporting documents are formally reviewed or developed as part of the MGS continuous improvement process. Policies reviewed relate to:

- student welfare (student discipline, staff and student safety, anti-bullying, critical incident management, student supervision, classroom lockdown and the student orientation programme);
- student learning (attendance, assessment, excursions, academic appeals, gifted and talented and homework requirements);
- grievance and complaints
- staff development (building professional practice, staff appraisal, teacher evaluation and lesson observation procedures); and
- School management (document and records management, refund policy, copyright policy, MGS constitutional amendments and enrolment procedures).

All actions and processes are based on the principles of procedural fairness. Throughout any investigation and subsequent actions, care is taken to maintain confidentiality as far as possible. No-one is victimised for reporting incidences or for acting as a witness in an investigation. Dishonest or vexatious reporting of an incident is viewed seriously and leads to disciplinary action.

13.2 Student Welfare Policy

Macquarie Grammar is committed to providing a safe, secure, and supportive environment that:

- minimises risk of harm and ensures students feel secure;
- supports the physical, social, academic, and emotional development of students; and
- provides student welfare policies and programmes that develop a sense of self-worth and fosters personal development.

All staff, guardians and homestay hosts are carefully screened, including by the provision of Working with Children Checks by the NSW Office of Children's Guardians, before their services are hired.

The student welfare programmes within the Macquarie Grammar School community aim to promote tolerance and respect. It is the responsibility of all members of the School community to ensure the safety and protection of one another. No form of bullying or harassment is tolerated at Macquarie Grammar. Teachers supervise students in all areas of the School.

The role of the Tutor Group/Roll Call Teachers includes:

- monitoring trends in individual students relating to – academic progress, classroom behaviour, attendance, social behaviour, adjustment etc and to refer, where necessary to the Counsellor, Director of Welfare and Operations, Director of Curriculum and Compliance, Student Services Officer, Headmaster, etc;
- maintaining and checking absences (recording and issuing attendance warning letters);
- maintaining a register of students (student contact information, etc);
- promoting, organising and attending Camps;
- liaising with the Director of Welfare and Operations and being proactive in referring students of concern;
- attending welfare committee meetings;
- developing a personal knowledge of each student;
- reviewing student progress and providing individual feedback;
- identifying, listening, and responding to issues and concerns on a day-to-day basis;
- providing assistance, direction, guidance, and support to enhance learning, achievement and well-being; and
- focusing on values and character development through mentoring and role modelling.

13.3 Discipline Policy

Students are required to abide by the School's Rules and *027-PP-MGS Code of Conduct*. The Code is shaped around four key principles, intended to guide ethical decision-making and behaviour:

- respect the inherent dignity of the individual;
- act on the basis of a well-informed conscience;
- participate as part of a community; and
- uphold the public interest.

Procedure

- Any staff member may, in an acute situation, take whatever reasonable action is deemed necessary as a safety precaution. If necessary the staff member may arrange for Security to be contacted.
- Where necessary the Headmaster may summarily expel a student whose actions are of extreme danger to other students and/or staff.
- When the student is under the age of 18 years, it may be appropriate to contact his/her parents or guardian in line with Duty of Care guidelines as outlined under Standard 5 of the ESOS requirements.

- International students who are suspended or cancelled in accordance with this procedure are in danger of having their student visa revoked. Consultation must occur with Student Services and the student before any suspension action is invoked.
- Possible alternative penalties commensurate with the severity of the misconduct may be imposed such as *exclusions* as per the *014-PP-MGS Deferring Suspending or Cancelling Student Enrolment Policy*.

Penalties for proven Acts of Non-Academic misconduct may include but not limited to:

- 1 A formal caution or reprimand.
- 2 Placement onto a Performance Improvement Plan outlining conditions which may include:
 - order the student to pay compensation which is limited to the cost of restoring an item to the school;
 - impose a probationary enrolment, provisional on the student's good behaviour;
 - exclude the student for a specific period of time as per ESOS Standard 9, or
 - impose any combination of these sanctions.

In deciding on the appropriate penalty, MGS must have regard to what is just, in all the circumstances.

Serious misconduct may result in suspension or expulsion, eg. property damage and offences involving the police are regarded as serious misconduct.

It is important that Teachers perform their tasks not only efficiently and with good practice, but also give evidence of their concern for the welfare of students in their care. The School believes in discipline being firm, fair, and friendly. Staff can contribute to the good discipline of the School by:

- cultivating sound personal relationships with students;
- effective lesson preparation and control; and
- encouraging the observance of School rules and procedures.

The School believes it has a duty to insist on high standards of personal appearance and behaviour from students. Particular emphasis must be placed on wearing the uniform correctly and appropriate manners when students communicate with members of staff and with each other.

Macquarie Grammar complies with the requirements of the Education Reform Amendment (Corporal Punishment) Act 1995. Corporal punishment is not used as a form of punishment in the School and is expressly prohibited. The School also does not sanction administration of corporal punishment by non-School persons, including parents, to enforce discipline in the School.

13.4 Anti Bullying Policy

Purpose

To protect students from bullying and foster a school culture where bullying is unacceptable.

Responsibility

The Director of Welfare and Operations is responsible for implementing this policy which applies to all types of bullying behaviour relating to students, including cyber bullying.

Staff members are responsible to respond in a timely manner to incidents of bullying and report them to the Director of Welfare and Operations according to the school's Anti-bullying policy and provide a curriculum and pedagogy that supports student understanding of bullying and its impact on individuals and the broader community.

Students have a responsibility to behave appropriately, respecting individual differences and diversity, follow the school's Anti-Bullying Policy and report incidents of bullying to the Director of Welfare and Operations.



Parents, guardians, homestay hosts and caregivers have a responsibility to support their children to become responsible citizens, to develop responsible on-line behaviour and assist their children in understanding bullying behaviour, report incidents of school related bullying behaviour to the Director of Welfare and Operations and work collaboratively with the school to resolve incidents of bullying.

All members of the school community have a responsibility in preventing bullying, by modelling and promoting appropriate behaviour and respectful relationships and conforming to the School's Anti Bullying Policy.

Requirements

Macquarie Grammar School rejects all forms of bullying, recognises that incidents of bullying behaviour may occur and preventing and responding to bullying behaviour in

learning and working environments is a shared responsibility by those within the school and in the wider school community

MGS ensures that information on making complaints is widely available within the school community and students are informed of the process through the school newsletters, assemblies, workshops in tutor group class, PDHPE lessons or by special presenters who visit the school. This policy will be posted on the school website in the Annual Report.

The school engenders and maintains a positive climate of respectful relationships, responds appropriately to bullying, harassment and victimisation and ensures procedural fairness applies in dealing with incidents of bullying. Appropriate and timely support, management and resolution of reported incidents of bullying will be offered to persons involved in these incidents.

Procedures for Bullying Prevention

The Director of Welfare and Operations utilises school assemblies and other student meetings to promote a positive school climate, raise specific issues associated with acceptable interpersonal relationships and behavioural standards, ensures all students understand bullying in its various forms, leads staff meetings at least once each year that includes:

raising staff awareness of bullying, the potential impact that bullying might have on students, teachers and parents, staff responsibility for reducing the likelihood of bullying and strategies for responding to incidents of bullying,

Investigating Bullying

Bullying complaints are investigated by the Director of Welfare and Operations and may implement the following:

Arrange internal counselling for the victim of bullying, contact child well-being services for further assistance (e.g. Community Services or Kids Helpline) where appropriate, respond to the perpetrator/s of the bullying incident, which could include:

Taking disciplinary action, arrange internal counselling services, and/or arranging external counselling assistance and/or involving parents / guardians in assisting the student to learn socially responsible behaviours and/or reporting the actions to the NSW Police service.

All staff members will bring to the attention of the Director of Welfare and Operations or the Director of Curriculum or the PEO/Headmaster any student who they believe may be experiencing, or likely to experience, difficulties in forming positive social relationships and report any incidents of bullying.

The Student Representative Council (SRC) coordinator will engage the SRC in discussions about the nature of bullying and its impact upon the student, include SRC representatives in the development of school anti-bullying strategies, develop the skills

of SRC members in peer support and in identifying and responding to bullying behaviours that may come to their attention.

Students are expected to report any incident of bullying towards them or witness or are aware of to a teacher, the Director of Welfare and Operations or the Director of Curriculum or the PEO/Headmaster or an SRC member.

This policy was last reviewed on 17th May, 2018.

13.5 Complaints and Grievance Policy

All complaints about grievances are treated seriously and investigated. Macquarie Grammar encourages open communication between all staff, students, parents, and agents. In the event of a grievance, complaint, or allegation, the School adopts a proactive and common sense approach to solving an issue.

The School makes every effort to keep the matter confidential.

Procedure for a Formal Internal Complaint:

- To register a complaint, students can complete the *377-FM-MGS Complaint Grievance Form* available at Reception and lodge directly with their Home Room/Tutor Group Teacher or Director of Welfare and Operations.
- When a formal complaint is received by the Home Room/Tutor Teacher or Director of Welfare and Operations will be provided with a copy to ensure due process is followed, as well as the Manager of the area in which the complaint or appeal relates.
- Investigation by the Manager will occur, then a meeting scheduled with the complainant and the Director of Welfare and Operations or delegate.
- The student will be offered a meeting to discuss their complaint and may bring a support person with them.
- Minutes of the meeting will be taken.
- If the student declines or fails to attend the scheduled meeting, a formal response will be decided in the student's absence.
- The student will be advised in writing of the outcome of their complaint including the reasons for the outcome (National Code Standard 10).
- The details of the complaint and outcome are placed in the student's file.

The School prefers to resolve grievances within the School. However, it may be appropriate to involve relevant authorities outside the School. It is unlawful for any person to be victimised or otherwise disadvantaged as a result of making a complaint or acting as a witness in a complaint.

Procedure for an External Complaint:

Should the matter remain unresolved after the internal procedure is complete, the Director of Welfare and Operations or delegate will refer the student to the Sydney Counselling Centre, to resolve the dispute and suggest an amicable solution and progress to an appeal. If a complaint is found to be substantiated, the School will cover the cost of the arbiter.

The School's Contact for External Complaints and Appeals is the Sydney Counselling Centre. Alternatively, overseas students have access to an Overseas Students' Ombudsman to resolve complaints, in order to help private education providers to improve their policies and practices, to enhance the quality of international education, in Australia:

<http://www.oso.gov.au/private-education-providers/>

The Headmaster is available to meet with any student, member of staff, or member of a family whenever he is available, and he does, on many occasions.

14. School-determined Improvement Targets

Each year, the School implements its Strategic Plan with targeted performance indicators. The Table below lists areas that were identified for development, in 2014:

The Table below demonstrates how the targeted achievements for 2014 were met in 2017:

The Table below lists some areas that have been identified for development, in the immediate future:

Priorities from Strategic Plan	Targeted Achievements Set for 2017
The Learning Environment <i>(Ongoing)</i>	Implement the School Improvement Plan 2015 - 2019 , eg the Individual Learning Plans; Develop the classroom culture of curiosity, inquiry, research and encouragement; Further develop and refine the Sport, Creative and Performing Arts, and Co-curricular programmes; Enhance the quality of learning in outdoor education environments <i>(achieved)</i>
Student Academic Achievement <i>(Ongoing)</i>	Maintain MGS's high results to consistently be ranked in the Top HSC 100 Schools' List; Implement multi-skilling programmes in Home/Tutor Room time, eg speed reading, organisational skills, time management; Implement intervention programmes for targeted students; <i>(achieved) and monitored in 2018</i>
Student Welfare <i>(Ongoing)</i>	Continue to implement MGS's Safe School Plan; More one-on-one interviews with students and families, to discuss problems and solutions, and record the details in Denbigh as part of the development of ILPs; <i>(achieved) and monitored in 2018</i> Director of Welfare and Operations to monitor Home/Tutor Room Teacher Topics, in order to improve student welfare <i>(achieved) and monitored in 2018</i>
Student Social Development <i>(Ongoing)</i>	Improve student capacity for leadership, by providing opportunities for increased student public engagements and commitments; <i>(achieved)</i> PDHPE Teacher to join ISD (Independent Sydney and Districts Schools Sports Association) to enable more sporting events and Teams to compete against other schools; <i>(achieved)</i> Organise a student cultural trip to China in July <i>(achieved)</i>
Value-adding <i>(Ongoing)</i>	Develop our 'partner' school programmes to provide opportunities for students to interact with students from other Schools; <i>(achieved) and monitored in 2018</i> Continue to develop the School's website and Facebook site <i>(achieved) upgraded in 2018</i>
Staffing and Staff Development <i>(Ongoing)</i>	Develop and enrich Teachers' exemplary classroom practices, by developing systems to support the development of quality teaching throughout the School; <i>(achieved) and monitored in 2018</i> Develop collaborative teams by encouraging Teacher professional presentations; Continue to encourage Teachers to supervise Practicum Teachers for MGS, in order to be reflective and evaluative; <i>on hold in 2018</i> Continue to encourage Teachers to maintain their professional development as HSC markers; <i>(achieved) and continued in 2018</i> Continue to encourage Teachers to upgrade their accreditation with NESA NSW;

	<p><i>(achieved) and monitored in 2018</i></p> <p>Continue to provide Teacher Lesson Evaluations and Teacher Performance Evaluations, by the Headmaster; <i>(achieved) and monitored in 2018</i></p> <p>Ensure that Teachers evaluate the School Improvement Plan <i>(achieved)</i></p>
School Structure <i>(Ongoing)</i>	Demonstrate compliance with NESAS NSW for approval to operate an onsite ELICOS School by reviewing the implementation of specific ELICOS policies and procedures, etc <i>(achieved) and monitored in 2018</i>
School Administration <i>(Ongoing)</i>	<p>Implement service level agreements for key business office support functions; <i>(achieved)</i></p> <p>Finalise an integrated system to improve communications between the School and families; <i>(achieved)</i></p> <p>Introduce financial forecasting and modelling to ensure future growth through an effective whole School fundraising programme and identify other revenue opportunities; <i>(achieved)</i></p> <p>Set and achieve annual enrolment and staffing targets through appropriate recruitment and administrative strategies <i>(achieved)</i></p>
Curriculum Development <i>(Ongoing)</i>	Continue to implement the new National Curriculum
Family Communications <i>(Ongoing)</i>	<p>Increase the flow of communications in order to build relationships and connect with families;</p> <p>Increase the commitment of the growing Parents and Friends' Committee;</p> <p>Maintain the number of Open Days and Parent-Teacher-Student Interviews and aim to increase family participation <i>(achieved) and continued in 2018</i></p>
Community Engagements <i>(Ongoing)</i>	<p>Strengthen links and create partnerships with external organisations;</p> <p>Connect effectively with past, present and future members of our School community;</p> <p>Participate in Camp Gallipoli</p>
International Standing <i>(Ongoing)</i>	Develop the established partnership with an overseas school to facilitate the ease of transfer of students <i>(achieved)</i>
Marketing and Promotions <i>(Ongoing)</i>	<p>Enhance the School's branding, standing and reputation with an emphasis on improving strategic marketing initiatives, eg online communications, publications, media;</p> <p>Improve the quality of the Prospectus for Macquarie Grammar School; <i>(achieved)</i></p> <p>Identify new cultural sources of students from onshore and/or offshore <i>(achieved)</i></p>
Resources and Facilities <i>(Ongoing)</i>	<p>Continue acquisition of equipment for each course, to improve the learning environment from increased fundraising by the MGS Parents and Friends Association; <i>(achieved)</i></p> <p>Proceed with internal funding for an onsite Science Lab;</p> <p>Identify a sponsor to provide increased facilities;</p> <p>Regular evacuation drills and evaluations of procedures <i>(achieved) and monitored in 2018</i></p>
Affirmation Systems <i>(Ongoing)</i>	<p>Identify a sponsor to provide new Graduation Day Awards;</p> <p>Increase the recognition of students who are deserving of Colours with formal recognition at Awards Assemblies</p>
Premises <i>(Ongoing)</i>	<p>Investigate the lease of additional, nearby premises; <i>it's been an ongoing project in 2018</i></p> <p>Install camera security <i>(achieved)</i></p>
WH&S <i>(Ongoing)</i>	<p>Annual first aid training for staff; <i>(achieved)</i></p> <p>Maintain a vigilant Work Health & Safety Committee <i>(achieved) and monitored in 2018</i></p>
Leadership and Governance <i>(Ongoing)</i>	<p>Continue to implement the School Improvement Plan 2015-2019, and Master Plan and Strategic Plan for 2012-2016;</p> <p>Discuss on-going values-related themes in School Assemblies, to profile core values and build upon established traditions <i>(achieved) and continued in 2018</i></p>

The Information Technology (IT) Department's mission is to manage strategic IT initiatives, define architectures, and consolidate the software portfolio across the School, to ensure the information's integrity and improve the School's productivity.

Hardware Improvements:

1. Increased computer numbers in the school and continued to replace older computers.
2. Continued to upgrade and expanded the wireless intranet network on levels 4 and 8.
3. Added one projector to the network on level 8.
4. Continued to improve data transfer speeds across the network.
5. Improved back up data processes and servers.

Software Improvements:

1. Continued to upgrade Denbigh software that improved attendance monitoring and recording.
2. Additional software installed to computers in the Computer Lab.
3. Upgraded software to administration computers.

Local Group Policy:

1. Users of MGS computers do not have permission to install any third party application software because of security reasons.
2. Users of MGS computers do not have permission to access any restricted shared folders because of internal policy requirements.
3. Users of MGS computers do not have permission to change any core settings on their computers or any computers on the premises for security reasons.

15. Initiatives Promoting Respect and Responsibility

Macquarie Grammar School's foundation is based on valuing diversity, respecting individual differences and recognising the importance of service to the wider community. Students are expected to maintain appropriate respect for themselves, their peers, and others, by actively encouraging one another to be themselves. The School's core values statement endorses a positive whole School climate and culture. Expectations and standards are set to promote respect and individual responsibility.



Underpinning personal success is the belief that if students work together to support each other, they broaden their understanding of the worth of each person including themselves. The newly introduced House system was expanded to give students further incentive to show respect for all. House points are awarded to students for desirable and appropriate behaviour both within and outside the classroom, as well as sporting acknowledgement, culminating in the Individual House Point Champion and Champion House presentations at Graduation Day.

Student leadership processes offer student opportunities to engender self-esteem, initiative, mutual respect, and responsibility, by providing care and support. Since the school introduced office bearers back in 2015 it has continued in 2018. To further develop leadership opportunities for students the role of Monitors continued but the students also attended various leadership programmes for girls.



The School's Community Service Programme enriches the experience of students, by inculcating opportunities to develop and demonstrate care, respect, and compassion for others inside and outside the School community. Through the support of charities and community organisations, students are encouraged and challenged to look beyond their own circumstances and be aware of the needs of others. This involvement presents students with issues and challenges faced in the wider world. The police liaison information session continued in 2018 and addressed cyber-bullying, personal respect, etc.

As stated earlier, the School is fortunate to have members of staff who are fluent in over 10 languages, collectively, to be able to offer assistance with translation, if required. Standard School rules are explained at orientation and are available on the website, student handbook, and student diary. Updates and new policies and procedures are published in the school newsletter the “Bluey” and through the new skoolbag app and Facebook page.

Table of Initiatives Promoting Respect and Responsibility:

Purpose	Initiatives
Community and Social Development	Performances at local events; Fundraising for charities and MGS;
Skills for Life	Learn to surf programmes; First aid certificate courses for Year 11; Expanding the co-curricular programme to include: Chess, debating, music ISLA (International Student Leadership and Ambassador) Programme
Life Skills, Coping with Others	Resilience Programmes; Macquarie Mates; Safe School Plan; Safe Schools' Coalition; Bullying. No way
Social Skills	Internal Cyber-safety presentation; Links with partner schools
Careers Information	Career interviews; Participation at Careers Exhibitions; Guest Presentations like the ex NSW Deputy Premier
School Community Events	Swimming and Athletics Carnivals; P&F Events Community Open Days
Leadership	Annual National Leadership Conference; Captains Leadership Day at Parliament House and Government House; SRC (Student Representative Council) Meetings; Camps;
Staff Professional Dev.	See separate, detailed Table in this Report

Respect and responsibility are also promoted through the Home/Tutor Room and disciplinary system, the School rules, and the Code of Conduct.

Macquarie Grammar School reviews its Master Plan, Strategic Plan, and Business Plan with its School Community and Governing Board.

16. Parent, Student, and Teacher Satisfaction

A Table showing an overview of communication mechanisms within the School is set out below:

Mechanisms for Communication at Macquarie Grammar School:

Types	Purpose
Board of Governors	To ensure that the School community is informed regularly of events and progression, as per its Strategic Plan
Operational Management Meetings	To ensure whole School cohesion, planning, management, and compliance, and address pressing issues
P&F Association	To enable parents and friends to meet, termly with the Headmaster to discuss topics of interest
Headmaster's Meetings	To provide information, raise issues, plan and discuss School management, events, programmes, NESA/IEU communications, etc
Staff Meetings	To provide frequent opportunities for the School Executive and Teachers to highlight issues of concern and to progress with completing allocated tasks
Parent-Teacher Interviews	To discuss individual student progress, four times per year
Open Days	To provide an opportunity for new families to meet with existing families, four times per year and engage in a Presentation by the Headmaster
Master Plan	To document the School's aspirations and objectives, for the Campus, for a five-year period
Strategic Plan	To document the School's strategic initiatives, for a five-year period
School Improvement Plan	To document the School's priority goals, for a five-year period (2015-2019)
Business Plan	Document where the School will be in 5 years' time and how it plans to get there
School Website	To provide updated information about the School, including its programmes, policies and procedures, members of staff, etc
MGS Facebook Site	To allow our School Community to communicate, informally
School Assemblies	To disseminate information to students and staff, celebrate achievements, and to welcome special presentations, weekly
Term Calendar	To provide details of all events at MGS in the current Term, eg examinations, assessments, sporting and co-curricular activities
Calendar of Events for the Year	To ensure that an annual record of events is maintained, to avoid missing any significant event throughout the year and to avoid clashes
Bluey (School Newsletter)	To communicate key events, policies, and achievements monthly to families
Student Diary	To enable two-way communication between teachers and families
The Student Handbook	To provide a comprehensive overview of the School, including the School's expectations of students, policies, etc
The Staff Handbook	To provide a comprehensive overview of the School, including the School's expectations of staff, policies, etc
Professional Practice Manual	To guide teachers of the School's expectations of their professional role within the workplace
Student Reports	To provide a formal Report about each student's academic progress, achievements, social developments, and work habits, at the end of every term
Notice Boards	To notify students of topical daily and weekly items of significance, display student work samples and achievements
Expo Days	To welcome student inquiries, by providing information about the School to interested parties at local community events
Surveys	To welcome feedback from the School Community with anonymity
Annual Report	To provide the School Community with information about the School's performance measures, policies, and progress

The Macquarie Grammar School Community, consisting of parents, students, staff, agents, and friends of the School is welcoming and inclusive.

Parent Satisfaction

Because many of our (current) students are from overseas, such parents are not in a position to be involved, actively within the School. We anticipate that our local enrolments will increase as we develop our marketing presence in the local area. However, our growing numbers of local families, actively support our School.

The Headmaster and staff travel overseas and meet with parents and enrolment agents, and present details about the School with our International Marketing Relations Manager who also acts as a translator. Throughout the year, many families visit and tour the School, locally and from overseas.



Visit from China





Parent Community

Macquarie Grammar is committed to maintaining regular communication and feedback with students, families, and staff. Feedback from families in attendance at Parent-Teacher Interviews each term, showed that overall:

- Parents like the small size of the School and its approach to knowing every student.
- Teachers have a positive and enthusiastic attitude towards their teaching;
- The School is a safe place for their child.
- The School helps their child to become a responsible citizen.
- They were not aware of any serious bullying problems at the School.
- Their concerns were taken seriously by the School's academic leaders.
- Parents are content with the School's delivery of service.
- Students are happy and content both inside and outside the classroom.





Students Receiving Awards



Year 12 Valedictory Assembly

Students and Teachers are always pleasantly surprised when ex-students make welcomed and surprise visits to the School. They certainly maintain a captive audience who remain in awe of their success through hard work and determination, when they hear of their successes, eg entry into university and subsequent graduation.

Under the management of our PDHPE (Personal Development, Health, and Physical Education) Teacher, the annual and very successful Athletics Carnival was embraced by students and staff at ES Mark's Field and the Annual Swimming Carnival was held at the Ian Thorpe Aquatic Centre. Other Sport is also an important part of students' progress and development. Students and members of staff participated in many events that are captured in these photographs:



Athletics and Swimming Carnivals

Teacher Satisfaction

Macquarie Grammar School, has an employment agreement that clearly demonstrates teacher satisfaction of their current employment conditions. The agreement defines ‘family’ in keeping with our inclusive, secular, and non-discriminatory ethos of a progressive paradigm. Teachers provide direct communication with families and are in the frontline of motivating and caring for student accountability. Their dedicated contribution to the culture and ethos of Macquarie Grammar is gratefully appreciated.

The overwhelming indication of teacher satisfaction is the very positive comments written on their Teacher Evaluation that is analysed to improve a positive and supportive working environment.

Staff participation in professional development, education-related postgraduate study, Parent-Teacher Interviews, Open Days (held four times per year), etc is also highly significant and appreciated.

As part of the Strategic Plan, the School has sought to attract and retain quality staff. Over the past twelve months there has been a move closer to attaining this outcome. The provision of management and administrative support has resulted in a culture of strong collegiality and professional satisfaction. This satisfaction is evident in this year’s 77% Teacher retention rate of quality teachers. There is a strong sense of staff appreciation valued by parents, students, and management.

The following selection of photos is intended to illustrate insights into life at Macquarie Grammar:



Teacher Instruction



Chinese New Year



Group Work and Co-operation



*Harmony Day
Respecting Other Cultures*



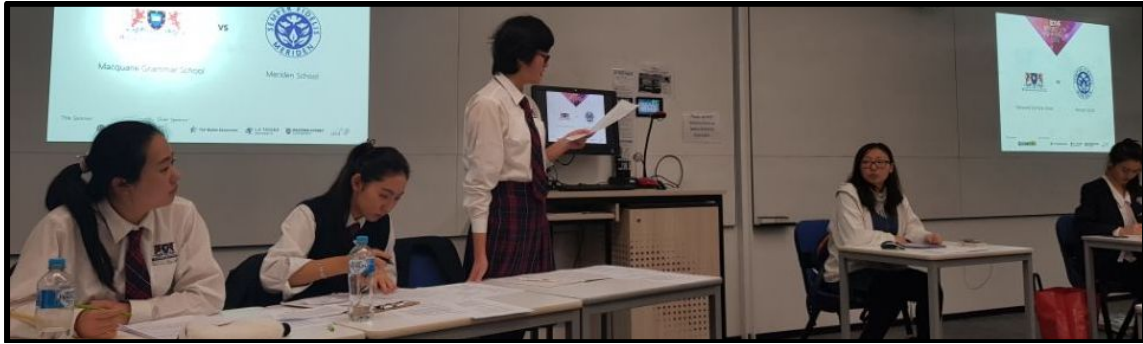
PDHPE Activities



Cross Country Event



Junior Football Team



Acknowledging Club Activities: Debating



China Tour







The Strength of Music



MUNA Competition



Plain English Competition



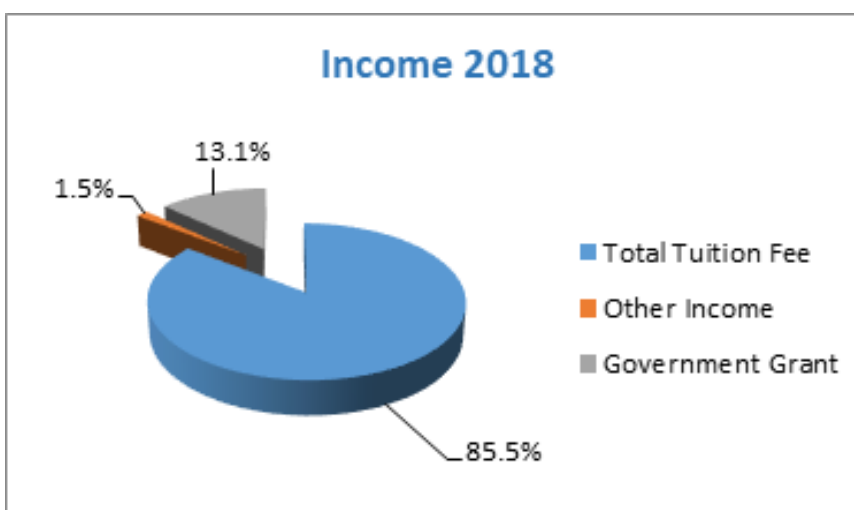
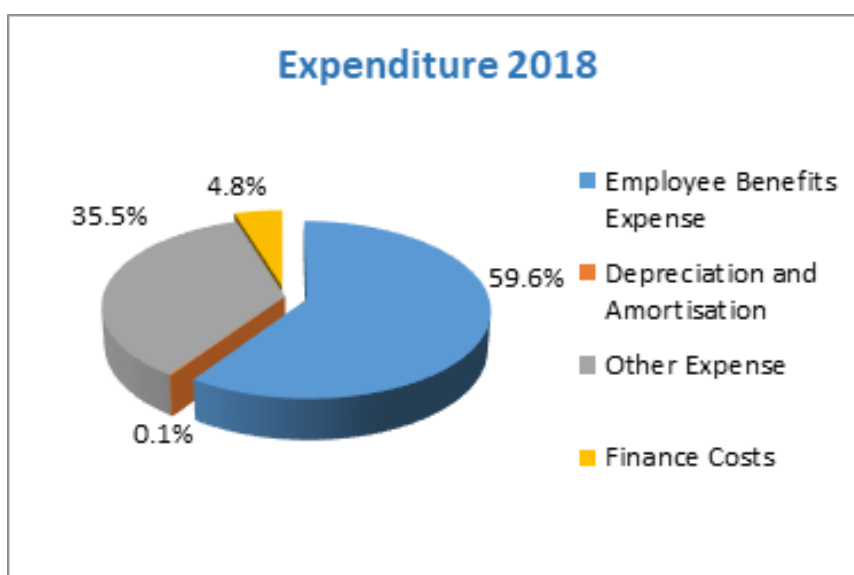


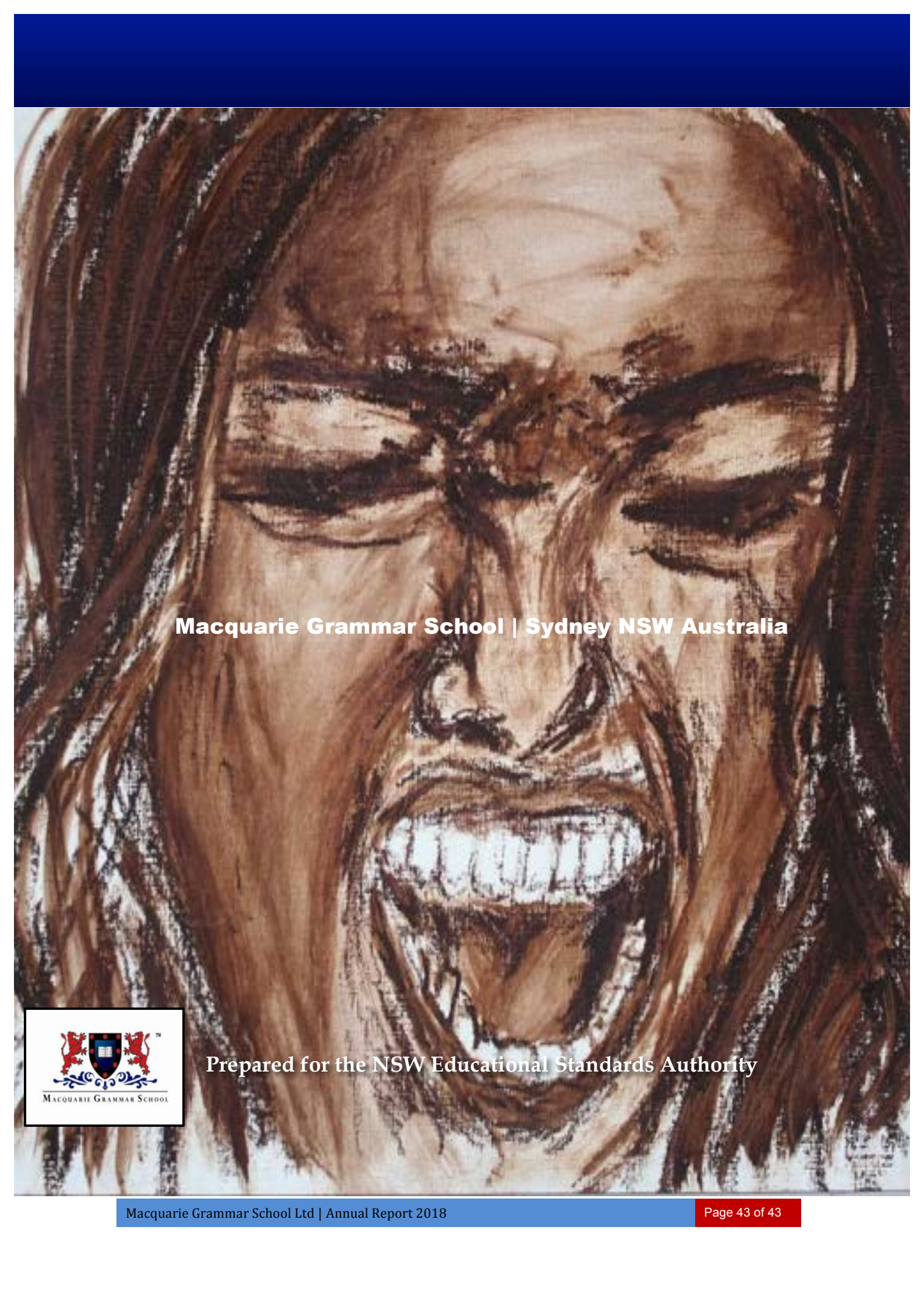
The Strength of the Visual Arts

17. Summary Financial Information

Although Macquarie Grammar School Limited has always been a non-for-profit Company with local and international students. The School is managed like any other business, by adopting business processes and employing best practice principles.

Graphical Representation of Income and Expenditure:





Macquarie Grammar School | Sydney NSW Australia



Prepared for the NSW Educational Standards Authority