No other education captures the passion and sheer joy for learning
Contents

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Introduction

Cameragal Montessori School operates a preprimary and primary school catering for children aged 3 years old to 9 years old. The preprimary campuses, for 3-6 year old students, are located in Neutral Bay and Lavender Bay. The primary campus, for 6-9 year old students, is located in North Sydney. An infant, toddler and parent program; Cameragal Montessori Under 3s, is located at the Mosman campus.

The School seeks to comply with expectations of the Australian Curriculum, the NSW Board of Studies, Teaching & Educational Standards, the National Montessori Curriculum and the National Quality Framework for Early Childhood Education. Cameragal Montessori School maintains the relevant data and documentation and complies with reporting requirements of the Minister for Education.

<table>
<thead>
<tr>
<th>Years of schooling</th>
<th>Registration periods</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kindergarten</td>
<td>2013 to 2018</td>
</tr>
<tr>
<td>Year 1 &amp; 2</td>
<td>2014 to 2018</td>
</tr>
<tr>
<td>Year 3</td>
<td>2015 to 2018</td>
</tr>
<tr>
<td>Year 4</td>
<td>Renewal application in 2016</td>
</tr>
<tr>
<td>Year 5</td>
<td>Capacity application in 2016</td>
</tr>
<tr>
<td>Full School registration</td>
<td>2018</td>
</tr>
</tbody>
</table>

This reporting will include public disclosure of the educational and finance performance measure and policies of the School.

Policy & Procedure to ensure participation in Annual Reporting Process

The Principal is responsible for coordinating the final preparation and distribution of the Annual Report to the Board of Studies, Teaching & Educational Standards (BOSTES) and other stakeholders as required.

For each reporting area, one of the following; the Principal, Finance Manager and Enrolment Registrar are responsible for the collection, analysis and storage of the relevant data and for providing the relevant information to the Principal for inclusion in the report.

Determination of the specific content to be included in each section of the Report and reviewing the year to ensure ongoing compliance, relevance and usefulness is the final responsibility of the Principal, after discussion with other staff involved.

Preparation of the Report in an appropriate form to be sent to BOSTES, occurs under the direction and final decision making of the Principal.

The School’s Educational & Financial Reporting Policy states the annual schedule for the 30 June deadline.

Requests for Additional Data from the Minister for Education

To ensure that any requests from the Minister for additional data are dealt with appropriately, the School will identify the staff member responsible for coordinating the School’s response. This person is responsible for the collection of the relevant data and for ensuring it is provided to BOSTES in an appropriate electronic form (currently the Principal).

Australian Government Annual Financial Questionnaire

The School’s Finance Manager is responsible for collecting the data, completing the return in the appropriate form and returning the questionnaire to the Australian Government after receiving confirmation from the Principal.
Principal's message

Marietta Courtney, Principal

A small, yet dynamic school, Cameragal took the brave step into primary school education after a long history of a successful preprimary program spanning 40 years. In 2015 the Term 4 enrolment was 106 students, an increase from 95 in 2014.

There were substantial changes made in the administration, particularly in the finance area with a new Treasurer and Finance Manager appointed. We welcomed Nikita Star, as Finance Manager, as a permanent staff member. Her knowledge of the not-for-profit and independent school sectors has been a welcome and well-needed addition to the Administration team. This has meant a streamlining of processes, reporting and budgeting. The enrolment process continues to be streamlined and this has meant better retention, communication and relationships with families.

When growing a primary school, the School applies to BOSTES each year for the registration of the new year of schooling and the renewal of the initial application of new year. Registration was obtained for Year 3 and capacity for Year 4 after an arduous inspection process however this has helped streamline our processes for future applications.

The School has made substantial investment into primary, Under 3s and operational management and ideally would like to expand into a 9-12 year old program. This is currently being modelled educationally and financially however some financial recovery is required.

The Under 3s program continues to flourish with the employment of Peta Gibson, Montessori and RIE trained teacher. Peta has five Montessori children of her own and brings a wealth of knowledge, wisdom and experience.

There was mainly stability with the teaching and administration staff with only two staff members leaving in 2015. Our longest serving staff member, Anne Edwards, retired in 2015 after 22 years of service. Anne and Harriet have been a formidable team for many years in the Pademelon classroom. Anne was, and is, an extremely capable and competent staff member and will be missed by us all – staff, parents and students.

Rebecca Dallam, Cameragal’s Primary teacher in 6-9, is the first Australian Association Montessori Internationale teacher trainer and commenced the first 6-12 AMI Diploma training with an Australian trainer this year.

Preprimary

The preprimary program is strong and continues to be popular with the families in the Lower North Shore area and families looking for quality Montessori preprimary education. The School manages to maintain strong enrolments, particularly at our Lavender Bay campus. The commitment to the full three year program is the main goal for both administration and teaching staff. There was a change in the allocation of State funding in 2014 and the effects felt in 2015, places for three year old students are no longer funded, this change is being transitioned out until 2017.

Children’s Education and Care services under the Education and Care Services National Law are assessed and rated against the National Quality Standards. The focus of the National Quality Standards is to promote continuous improvement in quality for children in their early educational and development years with improved educator to child ratios, greater individual care and attention, educators with increased skills and qualifications and better support for children’s learning and development.

The teaching staff are working on a school-readiness program with educational benchmarks for the Kindergarten aged children moving to Year 1, this includes policy and procedure.

Preprimary continues to support the children’s learning and enrich parents’ experience with Cameragal. We offer STePs Vision screening for the four year old students, Hatch n’ Grow ducklings (some families were able to take the ducklings home for the weekend!) and various musical and theatre incursions took place.
Cameragal 6-9 Primary
The 6-9 primary classroom is a robust environment and has continued to grow to 20 students, 14 girls and 6 boys. This is our first year of having a full three year mixed age group, a perfect 6-9 classroom.

The Going Out program continued with small groups going to the Stanton library, visiting local businesses, involved in community events, and an overnight excursion to ZooSnooz at Taronga Zoo. In 2016 the primary school will head to Milson Island for a three day and two night camp.

We farewelld four of our pioneering students and their families. The students moved to local public or independent schools. It was a brave leap of faith to commence in a primary school as the first four students! The families are in contact with the School and the students are thriving at their new schools in 2016.

Sport in 2015 at Cameragal
Term 1: Swimming at North Sydney Pool
Term 2: Soccer at Blues Point Reserve
Term 3: Bush-walking in the Lower North Shore and skipping with a small fundraising event for Jump Rope for Heart
Term 4: Surfing at North Steyne Beach

Parent Education
Parent education continues to be an essential component of school life. Engaging current and prospective families to learn about Montessori education and what it can offer for your child and your family is an ongoing mission. Our teaching staff are talented and eloquent speakers who have guided parents through the Montessori – Development of the Will as a whole school education evening. The parent information evening – ‘Montessori for Beginners’ attracted prospective, new and current families. This annual event gives parents the opportunity to understand the Montessori philosophy and how it translates in practice.

2015 saw the reintroduction of Grandparents and Special Friends Day, this is a particularly special event for the school to acknowledge the important input and benefit grandparents and other special people play in children’s lives. Grandparents love Montessori education and see the benefits for their grandchildren!

Thank you to Cameragal staff
The staff are the foundation and creators of the wonders that occur at the School and the magic that happens every day in the creation of the Prepared Environment. Their drive to provide our students with an excellent Montessori education is outstanding and I thank them for their dedication, ingenuity and expertise.

Thank you to the administration staff, Enrolment Registrar, Deborah Tong and Finance Manager, Nikita Star, who are the backbone of the School and support us all, staff, students and parents. They are a knowledgeable, flexible and dedicated, for this I am truly grateful.

School Board
This year saw the resignation of three board members, Tony Cope (Chairman), David Brett (Treasurer) and Andrew Turner (Employment Relations). These three parents were key members of the School community and the driving force behind the successful launch of the Cameragal Montessori Primary school (6-9 year olds) in 2013.

David Brett (Treasurer) was replaced by Simon Felton a current primary parent with two children at Cameragal, Simon is a Financial Analyst. Tony Cope (Chair) was replaced by Michael Haynes, a new family to Cameragal Primary, and is knowledgeable in not-for-profit, associations and governance and has a strategic mind-set. The Employment Relations board position has not been replaced as this is managed internally by the Principal.

Strategy and strategic planning is a key focus and the responsibility of the School Board. The foundation for the Strategic Plan for 2016 began at the end of 2015 with key board and staff members meeting to gauge staff feedback on the Montessori product, what is best practice Montessori and what do we offer at Cameragal. We spoke about the move to 21st century learning and the shift to the global market place, the impact on education and the skills children will require based on the jobs available.
Mainstream education sector is catching on to the fact that student learning comes from the intrinsic love of learning and self-direction, which is the foundation of Montessori education. Children also need life skills to be resilient and self-reliant with sound decision-making skills which holds them in good stead for the future and the fast paced changing world.

Of particular interest to the board are skills in legal, financial, property, marketing/communications/engagement and IT. If this is you please contact Michael Haynes, Chair via email chairman@cameragal.nsw.edu.au

<table>
<thead>
<tr>
<th>School Board 2015</th>
<th>Member</th>
<th>Professional Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>Michael Haynes</td>
<td>Chief Executive Officer – Strategist</td>
</tr>
<tr>
<td>Treasurer</td>
<td>Simon Felton</td>
<td>Financial Analyst</td>
</tr>
<tr>
<td>Director</td>
<td>Murray Prior</td>
<td>Business Development</td>
</tr>
<tr>
<td>Resignations in 2015</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Treasurer</td>
<td>David Brett (3 Feb)</td>
<td>Business Accountant</td>
</tr>
<tr>
<td>Employment Relations</td>
<td>Andrew Turner (13 Dec)</td>
<td>Business Consultant</td>
</tr>
<tr>
<td>Chairman</td>
<td>Anthony Cope (October 2015)</td>
<td>Business Accountant &amp; Risk Management Advisor</td>
</tr>
</tbody>
</table>

Marietta Courtney
Principal
Reporting area 2: contextual information about the school
At Term 4 2015 there were 106 students, aged between three to nine years of age, enrolled at Cameragal, this is an increase of 11 students since 2014. Most of the families are from the Lower North Shore catchment area.

Cameragal Montessori School is an Australian Public Company Limited by Guarantee. The School is therefore regulated by the Corporations Act 2001 (Cwth). The School is a Charitable Institution ie. an institution that is established and run to advance or promote a charitable purpose and is endorsed to access the following tax concessions, Fringe Benefits Tax Rebate and Income Tax Exemption.

Reporting area 3: standardised national literacy & numeracy testing
Cameragal Montessori School participated in Year 3 NAPLAN in 2015. Data not published due to low student cohort.

MySchool website link for more information: [http://www.myschool.edu.au/](http://www.myschool.edu.au/)

Reporting area 5: professional learning & teacher standard
All four teachers have qualifications from a higher education institution within Australia or as recognised within the National Office of Overseas Skills Recognition (AEI-NOOSR) guidelines (“category 1”).

Annual expenditure on Professional Learning for 2015 was $12,897.

<table>
<thead>
<tr>
<th>Professional Learning attended by staff in 2015</th>
<th>Staff Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Montessori Australia Foundation: The Written Language</td>
<td>5</td>
</tr>
<tr>
<td>Montessori Australia Foundation: Dyslexia</td>
<td>2</td>
</tr>
<tr>
<td>AIS: Early Childhood Briefing</td>
<td>2</td>
</tr>
<tr>
<td>AIS: Teacher Accreditation Authority Briefing</td>
<td>1</td>
</tr>
<tr>
<td>Montessori Australia Foundation: Business Managers Forum</td>
<td>1</td>
</tr>
<tr>
<td>Montessori Australia Refresher Workshops: 3-6, 6-12 &amp; Administrators</td>
<td>10</td>
</tr>
<tr>
<td>AIS: Child Protection Investigation Course</td>
<td>1</td>
</tr>
<tr>
<td>AIS: Governance Symposium 2015</td>
<td>1</td>
</tr>
<tr>
<td>AIS: Evidence Based Behaviour Support</td>
<td>2</td>
</tr>
<tr>
<td>Provide an Emergency First Aid Response in an Education &amp; Care Setting</td>
<td>5</td>
</tr>
<tr>
<td>LDC: Working Memory</td>
<td>1</td>
</tr>
</tbody>
</table>

Reporting area 6: workforce composition

| Teaching Staff | 4 |
| FTE Teaching Staff | 0 |
| Non-teaching staff | 13 |
| FTE non-teaching staff | 9.5 |

Cameragal Montessori School does not record or request to know the ethnicity of staff. As a Montessori school we embrace all faiths and backgrounds of both our staff and students. We are not specifically aware of the employment of Indigenous staff.

Cameragal staff retention rate of 89% in 2015
Reporting area 7: student attendance

The average attendance for the School population:

<table>
<thead>
<tr>
<th>Kindergarten</th>
<th>89%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>89%</td>
</tr>
<tr>
<td>Year 2</td>
<td>92%</td>
</tr>
<tr>
<td>Year 3</td>
<td>97%</td>
</tr>
</tbody>
</table>

The Board of Studies Teaching and Educational Standards (BOSTES) requires that the Principal of a registered non-government school must keep a register, in a form approved by the Minister, of enrolments and daily attendances of all children at the School.

Cameragal Montessori School ‘School’ will monitor the daily attendance and absences of students in the School by maintaining a daily register for each class of students. Marking the roll each day is the responsibility of the class teacher. Contact from parents advising of absentees, via email or telephone will be provided to the School office.

Student absences from classes or from the School will be identified and recorded in a consistent manner by the class teacher. The School will contact the Department of Education & Communities, Learning Engagement Officer in the unlikely event of a child leaving the School without providing information about their enrolment at another educational provider.

Unexplained absences from classes or School will be followed up by the class teacher via telephone or email with the parent or guardian. In the event of no parental advice with regards to absences the class teacher will initially contact the parent or guardian by telephone and then in writing via email. Record of date and time of contact made to be kept in the student’s file by the class teacher. The parents are required to fill in an absentee form on return with an explanation for the absence.

All unexplained absences will be reported to the Principal by the class teacher for his/her determination on the follow up required. (This might include, but is not limited to, direct contact with parents or reporting to the Department of Education and Communities Learning & Engagement Officer.)

The School, class teacher will notify a parent and/or guardian by telephone or email where a student has a poor record of School or class attendance.

Where unsatisfactory class or School attendance is identified the attendance issue and any action taken will be recorded as appropriate on the student file. All absentee forms will be filed in the student’s file in the classroom.

The class roll books are archived in the School’s administration office at the completion of each School year and can be accessed by the Principal, or delegated authority, at the request of parents or by Court Order.

The register of enrolments will be retained in the School office for minimum of 5 years before archiving. The records of daily attendance (roll book and documentation substantiating absences) will be retained for a period of 7 years in the School’s administration office.

The Principal has the Minister’s delegated power to grant and cancel a certificate of exemption to the parents of children of compulsory school age from the requirement that they be enrolled at and attend school (Section 25, Education Act 1990).

The Principal has the delegated authority to grant an exemption from school attendance for periods totalling up to 100 days in a 12 month period for any one student.

The Principal is responsible for ensuring that such leave approvals and certificates are documented and located in the student’s file and entered on the student enrolment register. Absenteeism is also recorded on the student’s bi-annual report.

The Principal to collect data for absences where the student is absent for 30 days. Principal to access the mandatory reporter section of Keep Them Safe website www.keepthemsafe.nsw.gov.au to determine whether a report is required.
Reporting area 9: enrolment policies & characteristics of student body

Our students commence at the School when they turn three. Prior to commencement, at least one of the parents would observe a class, attend a school tour or the annual open day and parent education evenings. On commencing, there is a probation period during which time either parents or teaching staff may determine whether the environment is suitable for that particular child. Once through the probation period, it is expected that all children will proceed to the Kindergarten year when they turn five, provided all the School fees are up-to-date. There are no entrance requirements or exams for entry into our Kindergarten year.

At the age of six, the Stage 1 Montessori graduate transitions to the 6-9 classroom at the North Sydney campus. This may be the start of year or the start of the new term closest to their sixth birthday.

### Student Population 2015

<table>
<thead>
<tr>
<th>106 Students</th>
<th>50% BOYS</th>
<th>50% GIRLS</th>
</tr>
</thead>
</table>

### Ages of students: three years to 8 years old

<table>
<thead>
<tr>
<th>Kindergarten enrolment</th>
<th>19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary enrolment (Year 1 to Year 3)</td>
<td>20</td>
</tr>
</tbody>
</table>

### Aboriginal or Torres Strait Islander students

| 0% |

### Non-English speaking background students

| 6% |

### Departures 2015

<table>
<thead>
<tr>
<th>21 Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Destination schools of departing students:</td>
</tr>
<tr>
<td>Cameragal Montessori Primary School</td>
</tr>
<tr>
<td>Local public school</td>
</tr>
<tr>
<td>Independent / Catholic Schools</td>
</tr>
</tbody>
</table>

### Cameragal Enrolment Profile – Summary 2015

<table>
<thead>
<tr>
<th>Term</th>
<th>Tiddalicks preprimary, Lavender Bay</th>
<th>Mimis preprimary, Neutral Bay</th>
<th>Pademelon preprimary, Neutral Bay</th>
<th>Primary, North Sydney</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>23</td>
<td>23</td>
<td>21</td>
<td>17</td>
<td>84</td>
</tr>
<tr>
<td>2</td>
<td>24</td>
<td>27</td>
<td>21</td>
<td>18</td>
<td>90</td>
</tr>
<tr>
<td>3</td>
<td>28</td>
<td>27</td>
<td>25</td>
<td>18</td>
<td>98</td>
</tr>
<tr>
<td>4</td>
<td>30</td>
<td>27</td>
<td>29</td>
<td>20</td>
<td>106</td>
</tr>
</tbody>
</table>

### Other School Programs

<table>
<thead>
<tr>
<th>Other School Programs</th>
<th>Term 1</th>
<th>Term 2</th>
<th>Term 3</th>
<th>Term 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Afternoon Care – average per week</td>
<td>73</td>
<td>83</td>
<td>73</td>
<td>86</td>
</tr>
<tr>
<td>After school care – average per week</td>
<td>6</td>
<td>17</td>
<td>18</td>
<td>25</td>
</tr>
</tbody>
</table>

See Appendix 1 for Enrolment Policy.
Reporting area 10: school policies

Over the last year the School’s policies were reviewed for the BOSTES visit. Hard copies are all maintained by the Principal and are accessible on request. A selection of these policies is published in the Parent Handbook and on our website for members of the school community (the parent handbook reviewed for a Whole School Handbook early 2016).

Student Welfare

The School seeks to provide a safe and supportive environment which:

- Minimises the risk of harm and ensures students feel secure
- Supports the physical, social, academic, spiritual and emotional development of students
- Provides student welfare policies and programs that develop a sense of self-worth and foster personal development

The following policies and procedures are highlighted as being in place in 2015. All polices have been reviewed, revised and updated and where necessary initiated, during 2015. Staff have access to the School’s policies in the classroom and also on the School’s Google Drive. Policies relevant to parents are appendix to the Whole School Parent Handbook.

Child Protection

- Child Protection Policy & Procedure
- Code of Conduct Staff
- Interactions with Children

Student Welfare

- Administration of Medication
- Anti-Bullying Policy
- Attendance Policy
- Behaviour Management Guidelines
- Emergency & Evacuation Policy
- Excursion & Risk Assessment Policy
- Immunisation Policy
- Incident, injury and trauma Policy
- Infectious Diseases Policy
- Medical Conditions Policy
- Provide a Child Safe Environment Policy
- Rest & Sleep Policy
- Safe Food Handling Procedure
- Sun Protection Policy
- Supervision Policy
- Volunteers & Students
- Water Safety Policy

Student Discipline

Students are required to abide by school rules and follow the directions of teachers and other members of staff. Corporal punishment is not permitted under any circumstances. At all times the positive and supportive qualities of a Montessori environment are emphasised with staff, students and parents. This approach is reflected in the following policies:

- Behaviour Management Guidelines & Procedural Fairness document
- Code of Conduct for Staff
- Code of Conduct for Students
- Discipline Policy
Complaints & Grievance Resolution

The School’s processes for the resolution of complaints and grievances include processes for raising and responding to matters of concern identified by parents and/or students and/or staff members. The following documents assist with this process:

Staff Handbook
Cameragal Whole School Parent Handbook
Grievance Policy
Code of Conduct for Staff
Parental Code of Conduct
Procedural Fairness – Discipline & Punishment for Students

Policy updates in 2015

<table>
<thead>
<tr>
<th>Date</th>
<th>Policy</th>
<th>Changes in 2015</th>
<th>Text accessible</th>
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<tbody>
<tr>
<td>1/2/2015</td>
<td>Transition Procedure</td>
<td>BOSTES Year 3 initial and Year 4 capacity visit June 2015</td>
<td>Policy Manual &amp; Google drive</td>
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<td>BOSTES Governance compliance. Evidence required for BOSTES Year 3 initial and Year 4 capacity visit June 2015</td>
<td>Policy Manual &amp; Google drive</td>
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<tr>
<td>1/2/2015</td>
<td>Responsible Persons Procedure</td>
<td>BOSTES Governance compliance. Evidence required for BOSTES Year 3 initial and Year 4 capacity visit June 2015</td>
<td>Policy Manual &amp; Google drive</td>
</tr>
<tr>
<td>1/2/2015</td>
<td>Responsible Persons Register &amp; Declaration</td>
<td>BOSTES Governance compliance. Evidence required for BOSTES Year 3 initial and Year 4 capacity visit June 2015</td>
<td>Policy Manual &amp; Google drive</td>
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<tr>
<td>1/2/2015</td>
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<td>BOSTES Governance compliance. Evidence required for BOSTES Year 3 initial and Year 4 capacity visit June 2015</td>
<td>Policy Manual &amp; Google drive</td>
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<tr>
<td>1/2/2015</td>
<td>General Requirements Policy</td>
<td>BOSTES Governance compliance. Evidence required for BOSTES Year 3 initial and Year 4 capacity visit June 2015</td>
<td>Policy Manual &amp; Google drive</td>
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<tr>
<td>1/2/2015</td>
<td>Confidentiality Agreement – Board</td>
<td>BOSTES Governance compliance. Evidence required for BOSTES Year 3 initial and Year 4 capacity visit June 2015</td>
<td>Policy Manual &amp; Google drive</td>
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<td>1/2/2015</td>
<td>Conflict of Interest Policy</td>
<td>BOSTES Governance compliance. Evidence required for BOSTES Year 3 initial and Year 4 capacity visit June 2015</td>
<td>Policy Manual &amp; Google drive</td>
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<td>1/2/2015</td>
<td>Conflict of Interest Procedure</td>
<td>BOSTES Governance compliance. Evidence required for BOSTES Year 3 initial and Year 4 capacity visit June 2015</td>
<td>Policy Manual &amp; Google drive</td>
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<tr>
<td>1/2/2015</td>
<td>Related Party Transactions Policy</td>
<td>BOSTES Governance compliance. Evidence required for BOSTES Year 3 initial and Year 4 capacity visit June 2015</td>
<td>Policy Manual &amp; Google drive</td>
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<tr>
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<td>Related Party Procedure &amp; Register</td>
<td>BOSTES Governance compliance. Evidence required for BOSTES Year 3 initial and Year 4 capacity visit June 2015</td>
<td>Policy Manual &amp; Google drive</td>
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<tr>
<td>Date</td>
<td>Policy Title</td>
<td>Details</td>
<td>Source</td>
</tr>
<tr>
<td>------------</td>
<td>------------------------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
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<td>1/2/2015</td>
<td>Professional Learning Policy – Board</td>
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<td>Professional Learning Procedure &amp; Register</td>
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<td>Policy Manual &amp; Google drive</td>
</tr>
<tr>
<td>1/2/2015</td>
<td>Induction Policy – Board</td>
<td>BOSTES Governance compliance. Evidence required for BOSTES Year 3 initial and Year 4 capacity visit June 2015</td>
<td>Policy Manual &amp; Google drive</td>
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<tr>
<td>1/2/2015</td>
<td>Induction Procedure &amp; Register</td>
<td>BOSTES Governance compliance. Evidence required for BOSTES Year 3 initial and Year 4 capacity visit June 2015</td>
<td>Policy Manual &amp; Google drive</td>
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<tr>
<td>1/2/2015</td>
<td>Independent Audit Policy</td>
<td>BOSTES Governance compliance. Evidence required for BOSTES Year 3 initial and Year 4 capacity visit June 2015</td>
<td>Policy Manual &amp; Google drive</td>
</tr>
<tr>
<td>1/2/2015</td>
<td>BOSTES Notification Policy</td>
<td>BOSTES Governance compliance. Evidence required for BOSTES Year 3 initial and Year 4 capacity visit June 2015</td>
<td>Policy Manual &amp; Google drive</td>
</tr>
<tr>
<td>1/2/2015</td>
<td>School Attendance Policy &amp; Procedure</td>
<td>BOSTES Year 3 initial and Year 4 capacity visit June 2015. Change of use of codes.</td>
<td>Policy Manual &amp; Google drive</td>
</tr>
<tr>
<td>1/2/2015</td>
<td>Behaviour Management Guidelines</td>
<td>Reviewed policy to include better and clearer strategies across all stages.</td>
<td>Policy Manual &amp; Google drive</td>
</tr>
<tr>
<td>1/2/2015</td>
<td>Procedural Fairness – part of Behaviour Management Guidelines</td>
<td>As above.</td>
<td>Policy Manual &amp; Google drive</td>
</tr>
<tr>
<td>1/2/2015</td>
<td>Staff Code of Conduct</td>
<td>For BOSTES renewal visit 2015, staff code outdated.</td>
<td>Policy Manual &amp; Google drive</td>
</tr>
<tr>
<td>1/2/2015</td>
<td>Grievance Procedure reviewed</td>
<td>As part of review of Behaviour Management within the School.</td>
<td>Policy Manual &amp; Google drive</td>
</tr>
<tr>
<td>1/2/2015</td>
<td>Premises &amp; Building Policy (12 Miller Street – Primary)</td>
<td>Policy reviewed for BOSTES Year 3 initial and Year 4 capacity visit June 2015 to be relevant for the primary campus.</td>
<td>Policy Manual &amp; Google drive</td>
</tr>
</tbody>
</table>

**Reporting area 11: school determined improvement targets**

<table>
<thead>
<tr>
<th>Area</th>
<th>Priorities</th>
<th>Achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching &amp; Learning</td>
<td>Purchase of Year 4 Montessori materials for 2016 primary classroom</td>
<td>Complete in 2015 for Year 4 2016.</td>
</tr>
<tr>
<td></td>
<td>MRX for each classroom to record attendance and easier tracking of students (whole school approach)</td>
<td>Primary complete. Preprimary in 2016.</td>
</tr>
<tr>
<td></td>
<td>Behaviour Management Guidelines Policy and review</td>
<td>Complete in 2015 to address consistent behaviour management strategies across the whole school.</td>
</tr>
<tr>
<td></td>
<td>Under 3s reports for students commencing in preprimary</td>
<td>Complete in 2015 with increased number of toddlers from the Under 3s program attending preprimary in 2016 and waitlisted for future enrolment.</td>
</tr>
<tr>
<td><strong>Student Achievements</strong></td>
<td>School readiness bench-marks for students transitioning from preprimary to primary.</td>
<td>As Cameragal is new to Primary Montessori education the staff have created Cameragal educational benchmarks for students transitioning to Primary for Year 1.</td>
</tr>
<tr>
<td>--------------------------</td>
<td>----------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Staff development</strong></td>
<td>Child Protection Investigator Training</td>
<td>Principal trained as Child Protection Investigator</td>
</tr>
<tr>
<td></td>
<td>Staff development plans</td>
<td>Not complete in 2015</td>
</tr>
<tr>
<td></td>
<td>Staff Handbook &amp; Induction Process</td>
<td>New staff handbook launched with induction process</td>
</tr>
<tr>
<td><strong>Facilities and resources</strong></td>
<td>Secure three year lease for Lavender Bay campus</td>
<td>Secured with valuation report by Church with substantial increase over the term of the 3 year lease. Complete in 2016.</td>
</tr>
<tr>
<td></td>
<td>Improve school and parent communication</td>
<td>Successful implementation of the SchoolZine newsletter platform and Cameragal Montessori School SkoolBag App. Positively received by parent body.</td>
</tr>
<tr>
<td><strong>Marketing / Social media review of suitable mediums</strong></td>
<td>Not complete in 2015</td>
<td></td>
</tr>
<tr>
<td><strong>Improved facilities/premises: office space</strong></td>
<td>The office space is not adequate. Consultation with the St Peters Presbyterian Church for increased space. Not complete in 2015.</td>
<td></td>
</tr>
<tr>
<td><strong>Enrolments</strong></td>
<td>Increased retention to Kindergarten year to support Montessori program in preprimary</td>
<td>Strategies such as parent interviews, school tours rather than observations and better communication with families and school. On-going in 2016.</td>
</tr>
<tr>
<td></td>
<td>Increased retention to Year 1 primary, 7-10 students per year. Maximum of 30 in the primary classroom.</td>
<td>Strategies such as parent education evenings, parent interviews, school readiness benchmarks and school tours. On-going in 2016.</td>
</tr>
<tr>
<td><strong>Strategic</strong></td>
<td>Strategic Plan ends 2016</td>
<td>Planning for 2016 strategic plan began with sessions held with key staff late 2015.</td>
</tr>
<tr>
<td><strong>Governance</strong></td>
<td>Review Constitution</td>
<td>Not complete in 2015</td>
</tr>
<tr>
<td></td>
<td>Vice-chair position available</td>
<td>Position to be filled 2016</td>
</tr>
<tr>
<td></td>
<td>Parent Engagement – fundraising and events</td>
<td>Strategic project for 2016</td>
</tr>
<tr>
<td><strong>Administration</strong></td>
<td>Enrolments process streamline and improve reporting and data capturing</td>
<td>Improvements to process and reporting made. Continuation of project to 2016 with improvements to the sales function and customer service.</td>
</tr>
<tr>
<td></td>
<td>Five year budget process</td>
<td>Commenced end of 2015 for 2016+</td>
</tr>
<tr>
<td></td>
<td>Whole BOSTES re-registration K to Year 4</td>
<td>2018</td>
</tr>
</tbody>
</table>

**Reporting area 12: initiatives to promote respect and responsibility**

Respect and responsibility are the foundation of the Montessori philosophy and teaching principles. Central to Montessori philosophy is giving the children the freedom for spontaneous activity. The materials are self-correcting and the child can gauge his or her own performance. Children develop independence, responsibility, persistence and confidence in their own abilities.

They use a special set of educational materials, choosing their activity themselves as well as how long they will engage in that activity. They learn to enjoy learning, mentor younger children and explore their world in a cheerful atmosphere of orderliness, calmness and purposeful work.
Reporting area 13: parent, student and teacher satisfaction

Parent participation and commitment to the School is both welcomed and encouraged during each family’s time at Cameragal. The School holds regular parent education evenings and parent meetings to provide opportunity for parents to express their views on matters. Parent education evenings are either whole school or class events. Parent teacher conferences are held twice a year, in Term 2 and Term 4. The Principal has an open door policy and meets regularly with the parent body and with parents individually if they raise concerns.

The Montessori approach to education is consistently seen as a positive experience and most parents cite the acquisition of independence and self-esteem as a wonderful grounding for life.

Informal feedback from teachers and general discussion at staff meetings suggest the staff were generally satisfied. Specific individual concerns addressed at regular teaching staff and Principal meetings held fortnightly. The Principal has an open door policy to meet with staff to discuss educational or personal matters as needed. The multi-campus setting reduces the opportunities for informal meetings however the School works hard on communication with staff, relying heavily on email and the internal phone system which gives the office and each classroom an individual extension. Communication strategies are individually formed to ensure communication is effective and access to colleagues, the Principal and support is readily available.

The School Board is composed of parents (as per the School’s constitution) and feedback in that context is both regular and formal requiring responses as appropriate.
CMS Revenue 2015

- Tuition: 994,032
- After School Care: 91,815
- Afternoon Care: 82,875
- Bond Income: 7,225
- Membership Fee: 24,000
- Placement Fee: 19,545
- Enrolment Fee: 9,200
- Donations: 3,374
- Grants & Funding: 32,295

 CMS Expenditure 2015

- Salaries & Wages: 1,164,355
- Recurrent Expenditure: 422,795
- Capital Expenditure: 22,069
State & Federal Funding 2015

- Recurrent Funding DE 48%
- ECEC / PDSP Funding 3%
- Grants - DEC 38%
- Grants - DET Per Capita 11%
Appendix 1: enrolment policy

Enrolment policy

Summary
Cameragal Montessori School is a co-educational preprimary and primary school to Year 3 (2015) providing an education underpinned by the philosophy of Dr Maria Montessori and fulfilling the educational requirements of the NSW Board of Studies. All applications are processed in order of receipt and consideration is given to the applicants’ support for the values and philosophy of the School, siblings already attending the School and other criteria determined by the School.

Procedures
1. Process all applications within the School enrolment policy.
2. Consider each applicant’s supporting statement/interview responses regarding their ability and willingness to support the School ethos.
3. Consider each applicant’s educational needs. To do this the School will gather information and consult with the student’s parents/guardians and other relevant persons.
4. Identify any strategies which need to be put in place to accommodate the applicant before a decision regarding the enrolment is made.
5. Inform the applicant of the outcome.

Preprimary
Waitlist
To apply for admission to the School and to have the child’s name included on the waitlist, a parent must hold current membership of Cameragal Montessori School and pay a non-refundable fee for the first child. A parent must also attend a school tour. The School follows the standards as determined by the Disability Standards for Education 2005 (Standards).

Detailed guidelines are available from the School Office.

Offer of Place
The Principal offers places based on the following selection criteria:

- Sibling status (with conditions as set out below)
- Aboriginal children, low income or disability (preprimary)
- Position on the waitlist
- The age of the child when entered on the waitlist.
- Commitment to the 3-9 educational program and/or;
- Commitment to the 3-6 preprimary 3 year educational program.
- Montessori overseas or interstate school transfer
- Cameragal Montessori Under 3s attendance for one year.
- Commitment of parents to the Montessori ethos.

When all other factors are equal, the date of registration determines priority. However, the School retains the right to consider specific enrolments on an individual basis.

Offers for older children are subject to availability and dependent on a successful interview and orientation period.

Primary
Waitlist
The School operates a separate waiting list for Primary (Years 1-6). There is no wait list fee for children already enrolled in Preprimary (Year 1 minus 2 to K) at the School. Students of Cameragal Montessori School Preprimary are given priority of place.

The School follows the standards as determined by the Disability Standards for Education 2005 (Standards).
Offer of Place
Parents of children on the Primary waiting list will be asked to attend an observation of one of the 6-9 classrooms and the child is asked to visit for a day.

All Cameragal Montessori School Preprimary children are observed in their Preprimary setting (if possible) and follow the transition procedure transferring internally into Primary classes.

An offer of place is made based on the following criteria:
- Cameragal Montessori School Preprimary student priority
- The child’s readiness, both academically and psychologically
- Sibling priority (please note that generally priority is only given if a sibling has completed Preprimary)
- Montessori overseas or interstate school transfer.
- Commitment of parents to the Montessori ethos.

Places are only offered to children not currently attending the School when we have been unable to fill all available places from those at the School or siblings of those at the School.

Conditions of Acceptance:
First Child Entering the School
Offers of place must be accepted within 14 days by returning the Letter of Offer which lists the following conditions:

- A non-refundable placement fee is payable on acceptance of the offer.
- A non-refundable donation is payable to the Cameragal Fund.
- Each child is expected to attend the School for the entire three year preprimary program OR entire nine year program (preprimary to primary). Withdrawing a child before the completion of the program may upset the child’s educational development and disturb the balance in the class, creating a gap which is often impossible to fill.
- If an elder sibling is withdrawn from Cameragal before his or her minimum completion date, the School will withdraw priority consideration for any of his or her younger siblings and they will be placed on the general waitlist as at the date of their application.
- Parents agree to observe the School’s policies and procedures.
- The child is completely toilet trained by the time he or she is due to commence at the School. If parents have concerns about their child’s readiness the Enrolment Registrar must be notified at least 4 weeks prior to the start date. Whilst the start date can be revised, the expectation is that payment will be made from the original start date for holding the place if this notice is not received.
- There is a probationary period of one school term for the child and the School. If either the parents or the School considers that at the end of one term that the child should not continue at Cameragal, the placement fee less an administration fee will be returned.
- Parents intending to withdraw their child from the School prior to the minimum completion date are required to provide one full term’s notice, in writing, to the Principal. Where one full term’s notice is not provided, the parents will be charged a full term fee in lieu of notice.
- In the event that circumstances change after acceptance of a place and the payment of the placement fee the School requires written notice of four full weeks excluding school holidays, of intention to relinquish the place. If this notice is not received within this period then the placement fee will not be returned. This provision provides some protection to the School against financial loss from non-starters and the subsequent revision of the class plan.
- Cameragal Montessori School membership must be kept current for the duration of the child’s attendance at the School.
- Parents are requested to support and participate in the school community in a variety of ways and are encouraged to attend parent education evenings organised by the teaching staff to deepen their knowledge of Montessori education at Cameragal Montessori School.

Siblings
Conditions of acceptance for siblings are similar to those for the first child. Sibling priority is only applied if the older sibling has completed or is completing the full School program (i.e. three year preprimary or Year 1 to Year 6 primary program).
**Priority of Access**

All preprimary enrolments endeavour to comply with the *Priority of Access Guidelines* issued by the NSW State Government for state funded preschools to ensure equity and consistency for the community. In no particular order, these are:

- Children who are at risk of harm
- Aboriginal and Torres Strait Islander children
- Children from low income families
- Children from culturally and linguistically diverse backgrounds
- Children with disabilities
- Children in their year before school (with highest priority given to children closest to school entry).

**Timing of Entry - Preprimary**

The School follows the Montessori principle of staggered entry to enable maximum attention to be given to each new child in the class and to assist each child in adjusting to their new environment. Commencement dates in any one term are determined and notified by the Enrolments Registrar after places have been offered in collaboration with the Principal.

**Timing of Entry – Primary**

The child may transition to Primary at the beginning of any term per the transition procedure.

**Transfers**

There is no automatic right to transfer between Montessori schools but every attempt is made to offer a place to a transfer, subject to the enrolment criteria being met.

Once children have commenced in a class at the School, they will not be transferred to another class except in exceptional circumstances at the discretion of the Principal.

**Deferrals**

Requests by parents for deferred entry are generally not granted but each case will be considered on its merits. Requests for deferred entry must be made in writing to the Principal.

The School may also advise a deferred start, in which case a place will be held without fees being charged until the entry date given by the Enrolment Registrar.

**Confidentiality and Privacy**

The School respects the privacy of the families and staff who make up the School community. It is the School policy to ensure that all information obtained by the School in relation to personal circumstances of children and their families will be kept confidential unless:

- The family concerned authorises disclosure of the information; or
- The School is obliged to disclose the information pursuant to health regulations or other Commonwealth, State or Local Government laws or regulations.

**Fee Policy**

(a) **Payment of Fees**

Fees are set annually for all children in the School, with discounts available for younger siblings.

Fees are due and payable according to a payment plan that is agreed between the family and the school.

Some families of preprimary children may be eligible for government subsidies through the Family Assistance Office. Further details may be obtained from the School Office.

Fees for children commencing School after the commencement of term (at the request of the School) are reduced pro rata on a weekly basis after week 3. There is no reduction for absences due to holidays, illness or a late start to the term instigated by parents.
If families do not adhere to their instalment commitment and fall behind in their fees the School is obliged to consider withdrawing the child’s enrolment.

(b) Fees determined by School Board

School Fees are determined by the School Board, considering:

- Cameragal Montessori School’s status as a non-profit organisation.
- Compliance with government funding and other regulatory requirements.
- The financial needs of the School.
- Application and enrolment levels.
- Other relevant criteria.

The School Board also determines the conditions that apply to fees including interest charged in relation to late payment, discounts, prepayment arrangements and other similar conditions.

(c) Notification of fees and conditions

The Principal is responsible for ensuring that parents of existing students and applicants are notified of fee changes and of conditions which may apply to fees. The Principal maintains current fee schedules which are available to all parents.

(d) Fee Relief

The School Board may agree to provide families with relief in relation to fees. Families who have concerns about fees should approach the Principal. The Principal will consider the appropriateness of fee relief having regard to:

- The length and nature of the family’s involvement with the School, including the degree to which the family participates in and supports the School community.
- The financial affairs of the family.
- The needs of the School having regard to specific needs of classes
- The current level of enrolments and applications.
- Other relevant criteria.

In appropriate circumstances, the Principal may recommend to the Finance Committee (the Principal, the Treasurer and the Chairman) that some form of fee relief be provided. The Principal and Treasurer will then meet with the family concerned in order to assess the family’s financial situation and, if possible, agree on behalf of the Finance Committee to a solution acceptable to both parties.

Fee relief arrangements are made for periods of 12 months only. At the end of an initial 12 month period, arrangements are reviewed by the Finance Committee and extended only if appropriate. All fee relief arrangements must be documented by way of a letter signed by the Principal, Treasurer or Chairman. All fee relief arrangements are dealt with in the strictest confidence.

The School Board is informed of all fee relief arrangements, on a no-name basis.

The School reserves the right to increase fees at any time by the giving of prior written notice. The notice period will be at least one month.

The Cameragal Fund

The Cameragal Fund provides financial assistance to parents in time of genuine difficulty meeting the school fees. The main purpose of The Cameragal Fund is to assist families so that children are able to complete the full three-year Montessori program.

Applications for financial assistance are made directly to the Trustee who handle all matters on a completely confidential basis.
The financial assistance is made as an interest free loan form the Cameralg Fund with a repayment schedule to suit the parents’ situation. The repayment of the loan means other children will be to benefit as the need arises.

Decisions to grant financial assistance are made by the Trustee and the Chairman with best intentions to support the School and the Cameralg community; to maintain enrolments, to balance classrooms, to retain children for the full three-year program and for compassionate reasons.

The Cameralg Fund receives its main support from parent donations, in particular from families leaving the School who wish to give all or part of their bond to The Cameralg Fund when their children complete the full three-year program.

The School Board applies a small levy for each new enrolment on entry to the School.

The Trustees work in conjunction with the School to maintain appropriate balance of funds. Unlike school fundraising, parents may contribute to The Cameralg Fund on voluntary basis.

To contact The Cameralg Fund Trustee please email chairman@cameralg.nsw.edu.au
Contact details
For further information please contact:

Marietta Courtney
Principal
principal@cameragal.nsw.edu.au

Michael Haynes
Chair
chairman@cameragal.nsw.edu.au

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