

2019



# ANNUAL REPORT

**—**  
Saturday 24 August 2019  
Park Royal, Parramatta

# MESSAGE FROM THE MINISTER OF EDUCATION & EARLY CHILDHOOD LEARNING SARAH MITCHELL

The last year has been a particularly eventful one for public education in NSW. Following the Government's re-election in March, we are ploughing on full steam ahead in delivering our education election commitments.

The 2018/19 Budget delivers record funding for public schools – both in terms of Gonski recurrent funding and in terms of capital funding. No state government in Australian history has invested as much in education as the NSW Liberals and Nationals Government.

I am delighted to be appointed as the newest Minister for Education – and as a parent to two young children myself, I understand the important role that parents play in our schools. I know that learning does not end with the school bell, but continues at home. I know that

schools are simply partners with parents on our children's educational journey - and I can't stress enough how valued the advocacy and advice of the P&C Federation is.

Providing a universal, high quality education to every child - regardless of race, religion, circumstances or background - is at the heart of our social contract. It is at the heart of the NSW Government's policy platform. Our education vision is founded upon three pillars: ensuring equitable funding for all students, ensuring excellence in the teaching profession, and providing world class school buildings and resources.

So what have we done so far in these priority areas?

For the past eight years we have led the nation in public school funding.

NSW was the first state to sign up to the Gonski principles of needs-based school funding. We provided the full six years of funding for the original Gonski agreement, even though the Federal Government dishonoured the deal. We are the only state – Liberal or Labor – that has balanced the Federal Government's Choice and Affordability fund for Catholic and independent schools by creating our own fund exclusively for government schools – the \$712m 'NSW School Equity Program'.

We have commenced the largest school building program in NSW history, committing \$6.7 billion over the next four years to build over 190 new and upgraded schools across the state.



THE MINISTER OF EDUCATION &  
EARLY CHILDHOOD LEARNING  
SARAH MITCHELL

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However, in spite of all that we have achieved in partnership with parents across the state, we recognise there is more to do.

So, what are the challenges we are going to confront over the next few years – and what are our proposed solutions?

Well first, we recognise the growing importance of supporting mental health in our schools. We know that students are struggling with anxiety and depression at unprecedented rates. This is why we will commit to ensuring every NSW public high school will have a full-time psychologist to provide students with an access point for vital services, as part of a record \$220 million investment into mental health programs in schools.

We also recognise that the public school system will face surging enrolments over the next couple of decades. But we also understand the importance of keeping class sizes small – which is why we will commit to ensuring that class sizes don't increase by hiring an additional 4,600 teachers.

I look forward to continuing to work with the P&C Federation to ensure that our kids continue to receive a world class education – and to ensure that we continue to provide young people with the tools needed for them to become the leaders of tomorrow.

## MESSAGE FROM THE SECRETARY OF NSW DEPARTMENT OF EDUCATION MARK SCOTT

When kids have a big event coming up, so often they'll anticipate it with a nervous mixture of anxiety and excitement. A wide-eyed kindergartener preparing for that first recorder concert. A pony-tailed tween the night before her first real exam. A teenager, already taller than Dad, getting ready for the footy grand-final. We tell them that the important thing is that they try their best, that we're so proud of the work they've put in already. And while we might harbour secret ambitions of blue ribbons and trophies, parents know that what they say really is true.

We know that success is about persistence and effort - we talk about how we want them to have a growth mindset. We make sure they practice because we know that's how they'll improve – by turning up, doing their best and then doing that all over again.

The Department of Education has a not-so-secret ambition of being Australia's best education system and one of the finest in the world. We intend to get there by focusing on improvement - every student, every teacher, every leader, every school, improving every year.

We want to be the best at providing education because we know that education is a passport to life's opportunities. We know that it opens up a richness of possibilities for every child: employment and further education; living life as an engaged and informed citizen; making good choices; experiencing personal fulfillment. A great education is also key to overcoming entrenched disadvantage and inequality – to making a fairer and better society.

NSW was the first state to sign up to the Gonski reforms, which are underpinned by funding schools on the basis of student need. School communities can allocate according to their educational priorities, based on local context – things like employing more teachers and instructional leaders, investing in literacy and numeracy strategies and to delivering additional support for young people with special needs.

Already we've seen clear evidence that strong investment, in combination with strategic focus, and staff and community commitment, can transform schools and change lives.

Of course, we want to see more. We want to get the most out of our investment and we want to maintain the gains that have already been achieved. We want a culture of improvement. We want to see every

Federation of Parents & Citizens Associations of NSW



THE SECRETARY OF DEPARTMENT OF EDUCATION MARK SCOTT



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student, every teacher, every leader, every school improving every year. And as we do so we need to make sure that every student in our schools is known, valued and cared for.

Schools are thinking about what improvement looks like in their context. Many schools already set targets for themselves in their school plans and have seen strong patterns of sustained improvement. Soon all schools will identify the improvements they are looking for in literacy and numeracy, student attendance and engagement. Focusing clearly on outcomes will show us strategies that are working well, and we'll be able to provide the best support possible for those schools who are not seeing the improvement they want.

We want to guarantee to students that we are doing our absolute best. As a system we need to show that we have the persistence and are prepared to make the same efforts that we expect from them.

In working to improve schools, we are grateful to be supported by P&C associations across the state and their thousands of volunteers. Your work not only helps and encourages students, teachers and school leaders, but an active P&C fosters closer cooperation between parents, students, teachers and school leaders - growing that vital sense of community and of positive school culture, benefiting every student.

Participating in your P&C is also a great way to show your own child that education is important - building their confidence and creating strong and nurturing connections between the home and school environments. This is significant not just in primary school when we want to help and guide our still-little children, but through the sometimes-tricky years of personal change and growth that happen during high school.

Creating an active P&C – attending meetings, organising fundraisers, making sure information is shared and issues thoughtfully considered – is a big ask of busy parents. You do it for your kids and because you want to support your school – getting the best outcomes for every student. Thank you for that commitment and for the time and energy you put into improving education in NSW.

## MESSAGE FROM THE ACTING CEO, NESA PAUL MARTIN

The ways parents and carers contribute to their children's learning are as many and as diverse as our cultural and social backgrounds.

With a major review of the NSW Curriculum underway, it seems fitting to more closely consider the relationship between parent engagement and student achievement.

Cheering at school sporting events, applauding school musicals, organising dances, organising dramatic and public speaking performances, attending open days to see learning in action as well as the thousands of hours spent volunteering in classrooms, at election BBQs and at fetes, are just some examples of what policy makers, like myself, categorise as parent involvement.



The concept of parent engagement pushes still deeper and there is strong evidence that it is a major influence on student achievement.

Parent engagement is importantly recognised for its impact on learning outcomes - and that doesn't stop at the school gate. Learning starts at birth and continues in the home, in the community, alongside early childhood, primary and secondary schooling.

In highlighting the distinction between parent involvement and engagement, I in no way wish to diminish the contribution of parent involvement to their own children's achievement and the education system more broadly. As a parent of primary school children and with many years of secondary school English teaching under my belt, I have seen the positive impact of parent involvement first hand and encourage more of it.

True 'engagement' takes 'involvement' to another level. A level whereby there is greater ownership or 'buy in' towards achieving better, more beneficial outcomes for our children and more broadly all students. Leveraging the impact of parent engagement for student success requires NESA, school systems, schools, teachers, parents and carers to collaborate in building children's confidence, motivation, attitudes and capabilities for learning.

In 2018, the NSW Curriculum Review's broad consultation process provided a once in lifetime chance for the community as a whole to consider what is needed to ensure students are equipped to contribute and succeed in the 21st century. A powerful one in five submissions received were from parents or carers.

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Professor Masters, who is conducting the review, is currently considering all submissions and input from public and stakeholder meetings, along with international curriculum research and best practices to finalise an interim report for the Minister for Education. In the absence of a finalised report at present one thing is quite apparent. The engagement of parents and carers is strong and by all accounts, it is getting stronger. That is something to not only recognise but to celebrate.

I would also like to briefly address the topic of standardised assessment, a contested topic in education circles, including among parents and carers.

My view is that parents and teachers need an understanding of student achievement not only in terms of a student's individual progress, but relative to how the skills of students of the same age and stage are developing. Establishing whether a student is improving and in front of their peers or perhaps behind their peers, seems a reasonable proposition.

In this context, no test is more hotly debated than NAPLAN. We have seen the media and community's interest intensify over the last 12 months with the transition to delivering NAPLAN testing online.

Against this backdrop of controversial headlines and at times hyperbole, I want to reassure parents that NESA considers student wellbeing first and foremost in every aspect of what we do.

As with similar bodies in all other states and territories, NESA provides the testing administration assistance for schools in NSW. We do this primarily by establishing testing opportunities, a help desk that can escalate up to deal with enquiries from schools and feedback mechanisms.

It was a great concern to all NESA staff when we became aware of problems and issues with the online version of the test this year. The NESA Board has raised this with the Australian Curriculum, Assessment and Reporting Authority (ACARA) who oversee the national implementation of NAPLAN and we will work closely with them to ensure these issues do not arise again.

As valued partners in our mission to improve student learning outcomes, the Federation of Parents and Citizens Associations of NSW and its member associations are very important stakeholders for NESA.

We will continue to engage with the Associations for the benefit of all students and in doing so we trust that parents and carers remain informed, involved and more importantly engaged in their children's learning journey.

# PRESIDENT'S REPORT

P&C Federation exists to promote the interests of students, and parents of students, at government schools and to empower P&C Associations in their communities. In the last 12 months, we have achieved much of which we should be proud of.

Leading up to the State Election in April, we managed to secure the following commitments from the State Government:

- Guaranteeing \$120 million over four years to provide before and after school care for all government primary school children;
- Providing one full-time counsellor and one student support officer in every government high school;
- Allowing for 300 new crossing supervisors to help children reach school safely;
- An increase of the Active Kids Rebate to \$200 per year.



We have had encouraging meetings with Sarah Mitchell MLC, the new NSW Minister for Education and Early Childhood Learning, who has been responsive to our priorities, and we look forward to a productive working relationship with her.

We were delighted to have taken part in the reference group for the NSW Health Primary School Mobile Dental Program. This program is being rolled out from July 2019, and we hope it will be an excellent program for our students.

We continue to build on our national relationships with likeminded stakeholders. Focus has not moved from our search for a fairer funding model and additional understanding from Federal representatives that educating a child to reach their full potential requires resourcing from other portfolios and more equitable share of the nation's tax revenue.

Additionally, we have written numerous letters and media releases lobbying the State and Federal Governments to implement our 2018 Annual General Meeting motions. For instance, we have confirmed that School Infrastructure NSW has approved bores and solar panels in some remote schools, in line with our motion from last year's AGM, and we continue to press the government on this and our other motions.

P&C Federation has forwarded submissions to fourteen inquiries, as well as communicated with committees and agencies regarding submissions from the previous years. We have also been active in reviewing and providing feedback for draft government policies relevant to NSW government schools. In terms of communications, P&C Federation receives a consistently growing number of media requests for interviews and comments.



P&C Federation has also received numerous requests for representation on 156 Merit Selection Panels by the Department of Education. These requests were received from schools where there is no P&C Association established, which includes new schools.

We have also seen a significant rise in P&C Associations interacting with the P&C Federation. Most significant has been the launch of the Members Portal in November 2018, through which P&C Associations can update their details and store their documents. Concurrent with this was the release of new P&C Association member guidance booklets regarding Running a Canteen, Employment and Financial Management & Control. Since the end of June 2018, 43 P&C Associations became incorporated. The number of P&C Associations taking up affiliate email accounts has grown, and P&C Association Office Bearers frequently reach out for information, advice and guidance. We have also engaged in numerous information sessions throughout NSW. In conjunction with Hicksons Lawyers, we now offer P&C Associations with paid staff the opportunity to enter an enterprise agreement which does away with the need for multiple awards and rates of pay. This provides P&C Associations with a uniform set of employment conditions for employees, and a much simpler system of employment classification, incorporating coverage of all areas of P&C operation.

Another exciting and successful event we had this year was our second P&C Federation Conference in March 2019. Participants, which included members from all over NSW, were very pleased with the Conference; in particular with the guest speaker, Andrew Fuller and celebrated maths teacher Eddie Woo hosting the awards dinner. Members enjoyed participating in the workshops, listening to other guest speakers and attending the Awards dinner. We look forward to our next Conference in February 2020 in Dubbo with enthusiasm, and we are certain it will be an even more successful event.

Our Councillors have also been very busy the past 12 months attending various committees, meetings and events. These activities are opportunities for P&C Federation to have the biggest impact on the long-term state of education.

In line with P&C Federation's 2018-2021 Strategic Plan, we are in the process of reviewing the Federation's Constitution, as well as the constitutions for P&C Associations. We will survey member P&C Associations for their views on what should be revised in their constitutions, and we will submit our recommendations to the NSW Minister for Education for gazettal.

In closing, I want to thank the P&C Federation Board, Staff and Delegates for working cohesively and productively for the long-term sustainability of P&C Federation and for the betterment of NSW public education.

# FINANCIAL REPORT

*Alan Gardiner, Secretary*

## Results for 2018-2019 Year

A net surplus of approximately \$410,000 was recorded for the 2018-2019 year, compared to approximately \$180,000 in the prior year. The improvement over the prior year was largely due to increased investment income (with dividends and interest up ~\$40,000, rental income up ~\$40,000 and revaluation gains on investment assets up ~\$40,000), increased recognition of revenue from Department of Education grants (up ~\$70,000) and the elimination of the rental expense in respect of the P&C Federation's previous premises (a saving of ~\$50,000).

## Investments

As at the close of the 2018-2019 year, P&C Federation's investments totalled ~\$2.38m, up from ~\$2.24m at the end of the prior year, alongside cash and near-cash holdings of ~\$770k, up from ~\$700k at the end of the prior year. Income from investments during the 2018-2019 year included an unrealised capital gain of ~\$73k (2017-2018: ~\$30k) and dividend and interest income of ~\$83k (2017-2018: ~\$41k). The 2018-2019 figures represent the returns of the first full year after the implementation of P&C Federation's investment strategy in early 2018.

P&C Federation's Parramatta office asset is additional to the investments described above. The Parramatta office asset is recorded at ~\$1.57m, unchanged since its purchase during the 2016-2017 year. Apart from providing office space for P&C Federation (~140 m<sup>2</sup>), an area of ~100 m<sup>2</sup> is leased out and generated revenue of ~\$40k in 2018-2019 (2017-2018: nil). This revenue comfortably exceeds P&C Federation's strata levy of ~\$24k (2017-2018: ~\$22k).

## **Department of Education Grant**

The Department of Education grant for 2018-2019 was \$376,964 (plus GST), the same as for the prior year.

In the 2018-2019 year, the Department's grant was received in December 2018 (prior year: March 2018). This helped facilitate a greater proportion of the grant being expended in the year of receipt as compared to previous years. As a result, approximately \$72,000 of the 2018-2019 grant will be carried over as income to the following financial year, compared to approximately \$201,000 which had been carried over to 2018-2019 from its receipt in the 2017-2018 year.

As a result of the above, the total grant revenue recognised as income in the 2018-2019 year was approximately \$505,000, up from approximately \$433,000 in the prior year. (The recognition of the grant revenue as income depends on the actual expenditure of the grant funds on the activities described in the grant agreement).

## **Employment Expenses**

Employment expenses were expected to increase compared to the 2017-2018 year as P&C Federation expanded its capabilities in line with its increased income. However, staff changes and associated gaps in finding new staff resulted in total employment expenses remaining unchanged from the 2017-2018 year.

## **Donations and Sponsorships**

A total of \$10,000 in donations to the Public Education Foundation were made by P&C Federation during the 2018-2019 year, unchanged from the prior year. These donations were to assist the Public Education Foundation continue its valuable work in supporting public education. The Board expects to donate \$10,000 per annum to the Public Education Foundation.

## Outlook for 2019-2020 Year

Financial results for the 2019-2020 year will be impacted by:

- An expected Department of Education grant of \$405,236, an increase of ~\$28,000. The amount recognised as income will depend on the actual expenditure of the grant funds. Given the high rate of expenditure of grant funds in the 2018-2019 year and the corresponding reduction in the grant revenue carried forward from the 2018-2019 year, it is expected that the grant income recognised in the 2019-2020 year will be less than in 2018-2019.
- Rental income from the excess space at P&C Federation's Parramatta office is expected to be received for a full year, resulting in an increase in income of ~\$10,000 during 2019-2020 as compared to 2018-2019.
- Returns from P&C Federation's investments are hoped to continue through the 2019-2020 year. However, returns are not guaranteed and the unrealised gains on the value of P&C Federation's investments could be reversed or reduced by an investment market downturn.
- Employment expenses are expected to increase as P&C Federation seeks to increase its capabilities and impact in line with its increased financial resources.

## P&C Federation Membership Fees for 2019-2020

The Board has proposed that P&C Federation membership fees for the 2019-2020 year be increased by 5% over the amounts for the prior year, rounded up to a multiple of \$5. This follows the discussion at last year's AGM suggesting that membership fees be revisited given that there had been no increase in membership fees since the 2013-2014 year. Prior to that, the membership fees had risen by about 2½% in 2013-2014 and between 5% and 6% in each of 2012-2013 and 2011-2012.

The decision to set the membership fees at the proposed level is subject to endorsement at the AGM, as specified in section 5(c) of P&C Federation Constitution.

P&C Federation's current membership is approximately 1,800 P&C Associations, representing ~85% of P&C Federation's potential membership and unchanged from the prior year.

# SUBMISSIONS

*P&C Federation Submissions for 1st June 2018 – 31st May 2019*

Submission	Date Submitted
Enquiry into the Obesity Epidemic in Australia	06/07/2018
Charity Fundraising in the 21 <sup>st</sup> Century	06/08/2018
The Effect of Red Tape on Private Education	08/08/2018
Review of Road Safety Issues	18/09/2018
Enquiry into Policy and Process to Limit and Reduce Red Tape	19/10/2018
Review into the Non-Educational use of Mobile Devices in NSW Schools	19/10/2018
NESA's Risk-Based Approach to School Regulation	09/11/2018
NSW NESA Curriculum Review	30/11/2018
Status of the Teaching Profession	21/12/2018
SEPP (Educational Establishments and Child Care Facilities) first anniversary review	22/02/2019
Australian Qualification Framework Review	15/03/2019
NSW Child Safety Standards	29/03/2019
Online Safety Charter	05/04/2019
Review of Employee Performance and Conduct	24/05/2019

# BOARD ATTENDANCE

*Board & Executive Meeting attendance for 1st June 2018 – 31st May 2019*

Name	Position	Board Meeting					Executive Meetings				
		N° Meetings	Attended	Apologies	Leave	Absent	N° Meetings	Attended	Apologies	Leave	Absent
Nicole Mottlee*	Executive	6	4	2			2	2			
Natalie Walker	Executive	7	7				2	1	1		
Ray Mosley	Councillor	7	5	2							
Jason Ryan*	Councillor	6	6								
Angela Martin	Councillor	7	4	3							
Alan Gardiner	Secretary	7	7				3	3			
Tim Spencer	Vice President	7	7				2	2			
Saba Nabi*	Councillor	6	6								
Bryce Wilson	Executive	7	5	2			3	2	1		
Jason Yeo*	Executive	6	1			5	2				2
Susie Boyd	President	7	7				3	3			
Maria Kaivananga*	Councillor	5	4	1							
Natasha Coster	Councillor	7	3			4	1	1			

Name	Position	Board Meeting					Executive Meetings				
		N° Meetings	Attended	Apologies	Leave	Absent	N° Meetings	Attended	Apologies	Leave	Absent
Joel Matthews*	Vice President	1	1				1	1			
Yve Weinmann*	Executive	1	1				1	1			
Terry Timms*	Councillor	1		1							
Kath Stryant*	Executive	1				1	1				1
M.K. Singh*	Councillor	1				1					

*\*Not eligible to attend all Board / Executive Meetings*

Executive	Board
Susie Boyd - President	Jason Ryan
Tim Spencer - Vice President	Angela Martin
Alan Gardiner - Secretary	Saba Nabi
Nicole Mottlee - Executive	Ray Mosley
Natalie Walker - Executive	Natasha Coster
Bryce Wilson - Executive	Maria Kaivananga
Jason Yeo - Executive	

# COUNCILLORS BY ELECTORATE

## CENTRAL COAST

Nicole Mottlee  
Kath Stryant\*

## FAR WEST

Natalie Walker

## HUNTER

*Vacant*

Yve Weinmann\*

## MACARTHUR

Ray Mosley

## MID NORTH COAST

Jason Ryan  
Joel Matthews\*

## NEW ENGLAND

Angela Martin

## NORTH COAST

*Vacant*

Terry Timms\*

## NORTH SYDNEY

Alan Gardiner

## NORTH WEST SYDNEY

Tim Spencer

## RIVERINA

Saba Nabi

## SOUTH COAST

*Vacant*

## SOUTH WEST SYDNEY

Susie Boyd

## SOUTHERN & CENTRAL TABLELANDS

Bryce Wilson

## SOUTHERN SYDNEY

Jason Yeo  
M.K. Singh\*

## SYDNEY

Maria Kaivananga

## WEST SYDNEY

Natasha Coster

*\* Councillor till July 2018*



# DELEGATES BY ELECTORATE

## CENTRAL COAST

Craig Kettle

*Vacant*

Nicole Mottlee\*

## FAR WEST

Diane Darcy

Helen Carpenter

## HUNTER

*Vacant*

*Vacant*

## MACARTHUR

*Vacant*

*Vacant*

Anna Grocholsky\*

## MID NORTH COAST

*Vacant*

*Vacant*

Jason Ryan\*

Tracy Hunt\*

## NEW ENGLAND

*Vacant*

*Vacant*

Rachael Sowden\*

## NORTH COAST

Sharon Bright

Janine Cramond

Lisa Naumovski\*

## NORTH SYDNEY

Gregory Burns

Mark Van Kerkwijk

Tracy O'Shanassy\*

*\* Delegate till July 2018*

## NORTH WEST SYDNEY

Richard Copnall

Lisa Wilmhurst

Veryan McAllister\*

## RIVERINA

*Vacant*

*Vacant*

Jane Patterson\*

## SOUTH COAST

*Vacant*

*Vacant*

Samantha Rudd\*

## SOUTH WEST SYDNEY

*Vacant*

*Vacant*

Rahnuma Alam\*

## SOUTHERN & CENTRAL TABLELANDS

*Vacant*

*Vacant*

Jason Vials\*

Nathaniel Lozberis\*

## SOUTHERN SYDNEY

*Vacant*

*Vacant*

## SYDNEY

Simon Payne

*Vacant*

Natasha Pollock\*

Cheryl Miller\*

## WEST SYDNEY

David Farrar

*Vacant*

# P&C FEDERATION REPRESENTATION ON EXTERNAL COMMITTEES AND GROUPS

*Members of the Board have been elected to positions on various external committees and panels including, but not limited to, those named below. Generally, each of the committees meet once a term.*

Committee Name	Representative
Assisted School Travel Appeals Community	Ray Mosley
Auslink Blackspot Program NSW Consultative Panel	Ray Mosley
Australia Schools Plus Contact Persons	Susie Boyd
Consultation Group for Ministerial Council Meetings	Susie Boyd
Ed Week committee	Susie Boyd
Ed Week committee	Saba Nabi
Ethnic Communities Council of NSW	Saba Nabi
Ethnic Communities Council of NSW	Susie Boyd
High Performing Student Unit website project	Saba Nabi
Learning Difficulties Coalition Seminar	Saba Nabi
Literacy and Numeracy and NAPLAN Online Stakeholder Engagement Group	Susie Boyd
Literacy and Numeracy and NAPLAN Online Stakeholder Engagement Group	Tim Spencer
Multicultural Education Advisory Group	Saba Nabi
NESA - Assessment Committee (Shared with CCSP, NSWPC & P&C Federation)	Filled by Ms Jacqui Van de Velde (NSWPC)
NESA - Communication Committee (Shared with CCSP, NSWPC & P&C Federation)	Tim Spencer

Committee Name	Representative
NESA - Curriculum Committee (Shared with CCSP, NSWPC & P&C Federation)	Tim Spencer
NESA - K-10 Aboriginal Languages BCC	Nicole Mottlee
NESA - K-10 Languages BCC	Saba Nabi
NESA - K-6 Creative Arts Committee	Saba Nabi
NESA - Quality Teaching Committee	Tim Spencer
NESA - School Registration Committee	Nicole Mottlee
NESA - Special Education Committee	Natalie Walker
NESA - Years 11-12 Geography BCC	Tim Spencer
NESA - Years 11-12 PDHPE BCC	Ray Mosley
NESA - Years 7-12 Technologies BCC	Tim Spencer
NSW Community Languages Schools Board	Saba Nabi
Primary Ethics Contact Persons	Nicole Mottlee
Primary Ethics Contact Persons	Natalie Walker
Rural and Remote Committee	Natalie Walker
Secretary's Aboriginal Education Communities Committee	Susie Boyd
Secretary's Steering Committee on Great Teaching Inspired Learning	Tim Spencer
Secretary's Steering Committee on Great Teaching Inspired Learning	Alan Gardiner
Special Religious Education (SRE)	Angela Martin
Special Ethics Education Committee (SEE)	Natalie Walker
School Student Transport Scheme (SSTS) Appeals Panel	Ray Mosley

# P&C FEDERATION SUB-COMMITTEES

## Constitution Committee

Alan Gardiner – *Convenor*

Bryce Wilson

Angela Martin

Tim Spencer

## Guidance & Governance

Tim Spencer – *Convenor*

Alan Gardiner

Jason Ryan

Saba Nabi

Angela Martin

Natalie Walker

Susie Boyd

## Advocacy Committee

Natalie Walker – *Convenor*

Angela Martin

Jason Ryan

Jason Yeo

Nicole Mottlee

Bryce Wilson

Saba Nabi

## Finance Committee

Ray Mosley – *Convenor*

Alan Gardiner

Angela Martin

Susie Boyd

--- End of Annual Report ---