Catholic Schools NSW

Choice and Affordability Fund

Annual Report

2022

Summary of 2022

As part of the Australian Government's commitment to providing choice to Australian families, the Government announced the Choice and Affordability Fund ("CAF"). The CAF will provide Catholic Schools NSW ("CSNSW") with approximately $228 million over ten years from 2020 to 2029 to address specific challenges for schools that experience reduced per capita funding as a result of the move to a Direct Measure of Income ("DMI") funding methodology.

The Choice and Affordability Fund Agreement 2020 to 2029 between the Secretary of the Department of Education and Catholic Schools NSW Limited (ABN 46 619 593 369) ("the CAF Agreement") governs the operation of the CAF.

The current CSNSW CAF funding distribution arrangements support parental choice and opportunity by giving parents the opportunity to choose an affordable Catholic school that will be best suit their individual child.

In 2022, the CAF prioritised two areas, as forecast by the CAF Agreement:

1) Non-Systemic Catholic Schools - Transition Assistance

CSNSW distributed CAF monies to schools that either experienced reduced per capita funding as a result of the move to the DMI funding methodology or schools that would have met the criteria to access support through the National Adjustment Assistance Fund ("NAAF"). The NAAF was established to provide transition funding support for non-systemic Catholic schools.

2) Special Circumstances funding

CSNSW distributed CAF monies to support schools and students impacted by unforeseen events including in priority areas such as rural, regional and remote locations affected by drought or other natural disasters. Special Circumstances will be prioritised for schools requiring short-term emergency assistance when unexpected circumstances or events cause severe and temporary financial difficulties.

In order to fulfil the requirements of the CAF Guidelines and to meet the needs of both Systemic and Non-Systemic Catholic schools represented by CSNSW as the Non-Government Representative Body ('NGRB'), the agreed funding has been set aside or distributed across three primary areas:

1. Regional Transition Assistance
2. Systemic Catholic schools
3. Non-Systemic Catholic schools

1. Regional Transition Assistance

The funding specified for this priority will be quarantined for distribution to regional and remote schools. These funds will support those regional and remote schools significantly impacted by the implementation of the DMI funding arrangements.

The current forecast distribution by year is as follows, noting that the timing of payments may vary if circumstances change:

Figure 1: Regional Transition Assistance Forecast 2023-2029

2023	2024	2025	2026	2027	2028	2029	Total
331,552	342,824	354,480	366,533	378,995	391,881	781,252	2,947,517

Note that any interest earned on these funds will be added to the funding and distributed according to the methodology above. The total of the Regional Transition Assistance ("RTA") as per Figure 1, of $2,947,517, is different to the amount of the RTA as per the Choice and Affordability Fund Agreement 2020-2029 signed by CSNSW on 30 July 2020 and by the Department of Education on 3 August 2020. The amount disclosed in Figure 1 is as per subsequent correspondence from the Department of Education. The amount of the RTA as per the Choice and Affordability Fund Agreement 2020-2029 is $2,990,450.

The funds are intended to ensure that the delivery of quality education is maintained for NSW students in regional and remote Catholic schools, by supporting these schools during their transition to the DMI funding arrangements.

2. Systemic Catholic Schools

This funding will provide for initiatives that facilitate parental choice and opportunity, giving parents the ability to choose an affordable Catholic school that will best suit their individual child. The funding will be directed to support schools to continue to provide an affordable alternative for parents in the non-government sector.

The current forecast distribution by year is as follows, as per the CAF Agreement, noting that the timing of payments may vary if circumstances change:

Figure 2: Catholic Systemic Schools Forecast Distribution 2024 - 2029

2024	2025	2026	2027	2028	2029	Total
31,346,688	32,443,822	33,579,355	34,754,633	35,971,045	37,175,858	205,271,401

The total of the funding available for Systemic Catholic Schools (excluding the RTA fund) as per Figure 2, of $205,271,401, is different to the amount of the funding available for Systemic Catholic Schools (excluding the RTA fund) as per the Choice and Affordability Fund Agreement 2020-2029 signed by CSNSW on 30 July 2020 and by the Department of Education on 3 August 2020. The amount disclosed in Figure 2 is as per subsequent correspondence from the Department of Education. The amount of the Systemic Catholic Schools (excluding the RTA fund) as per the Choice and Affordability Fund Agreement 2020-2029 is $208,777,169.

The funds are intended to assist schools to keep school fees affordable and allow parents the option of choosing a Catholic school.

In the event of any unforeseen circumstances with a negative impact on school funding, the funding distribution methodology as defined above will be adjusted to make funds available to address these needs, as circumstances dictate.

3. Non-Systemic Catholic Schools

CSNSW currently represents 37 non-systemic Catholic schools in its role as the NGRB for the CAF.

The actual and current forecast distribution for non-Systemic Catholic schools totals $16.1 million over 10 years as follows:

Figure 3: Non-Systemic Catholic Schools Actual and Forecast Distribution 2020 - 2029

2020 Actual	2021 Actual	2022 Actual	2023 *Forecast*	2024 *Forecast*	2025 *Forecast*	2026 *Forecast*	2027 *Forecast*	2028 *Forecast*	2029 *Forecast*	Total
1,385,772	1,427,345	1,470,166	1,520,151	1,571,836	1,625,279	1,680,538	1,737,676	1,796,757	1,857,847	16,073,368

The total of the funding available for Non-Systemic Catholic Schools as per Figure 3, of $16,073,368, is different to the amount of the funding available for Non-Systemic Catholic Schools as per the Choice and Affordability Fund Agreement 2020-2029 signed by CSNSW on 30 July 2020 and by the Department of Education on 3 August 2020. The amounts disclosed in Figure 3 are the balance of the total CAF remaining after deducting the Systemic Catholic Schools and RTA components (as per Figures 1 and 2). It should be noted that this balance is also different to the amount in the Choice and Affordability Fund Agreement 2020-2029. The balance as per the Choice and Affordability Fund Agreement 2020-2029 is $16,182,106.

The funds will be distributed on a per-capita basis. This methodology has been developed based on the following considerations:

- Transition Assistance will be directed to schools to support their transition to the new DMI funding arrangements. This includes schools that would have qualified NAAF.
- Funding should be re-directed to schools for special circumstances if required.

- CSNSW is not deducting any administration fees from these schools.
- The distribution of funds to the non-systemic Catholic schools is not subject to a complicated allocation methodology.

The funding will be distributed to non-systemic Catholic schools in the same year that it is agreed and received. A revised forecast which includes a forecast indexation rate is shown as follows.

Figure 4: Non-Systemic Catholic Schools Forecast Distribution 2023 – 2029

2023 *Forecast*	**2024** *Forecast*	**2025** *Forecast*	**2026** *Forecast*	**2027** *Forecast*	**2028** *Forecast*	**2029** *Forecast*	**Total**
1,520,151	1,571,836	1,625,279	1,680,538	1,737,676	1,796,757	1,857,847	11,790,086

This expenditure will satisfy the requirements of the priorities of Transition Assistance and Special Circumstances.

In 2022, funding of $1,470,166 was successfully distributed to non-Systemic schools to:

1. Support their transition to the new general recurrent funding methodology (Direct Measure of Income);
2. Support schools that would have met the criteria to have access to support through the National Adjustment Assistance Fund ("NAAF"); and
3. Support schools impacted by special circumstances.

All non-Systemic schools have confirmed that they have been afforded equity of access to appropriate initiatives and activities and participated in activities as appropriate. Key risks have been identified and strategies put in place to manage these. More details are provided later in this report.

Financial Report

2022 Budgeted Funding and Actual Expenditure

Expenditure for 2022 by activity is outlined in the table below. Expenditure for 2022 by school is outlined in *Attachment A – CAF 2022 School Level Data Report*.

Activities/Initiatives	Expenditure type	Budgeted for 2022	Actual Spend in 2022
A – Choice and Affordability			
Total for Priority A	**Centralised**	$0	$0
	Distributed	$0	$0
B – Transition Assistance			
Private Fee Increase minimisation	Centralised	$0	$0
	Distributed	$999,236	$999,236
Private Fee Increase minimisation – Former NAAF Schools	Centralised	$0	$0
	Distributed	$356,888	$356,888
Improved Financial Reporting – Former NAAF Schools	Distributed	$46,713	$46,713
Total for Priority B	**Centralised**	**$0**	**$0**
	Distributed	**$1,402,837**	**$1,402,837**
C – Special Circumstances Funding			
Upgrade of IT resources	Centralised	$0	$0
	Distributed	$11,338	$11,338
Financial Recovery from Weather events (Flood)	Centralised	$0	$0
	Distributed	$44,653	$44,653
Provide accessible education to special needs children	Centralised	$0	$0
	Distributed	$11,338	$11,338
Total for Priority C	**Centralised**	**$0**	**$0**
	Distributed	**$67,329**	**$67,329**
D – Strengthening outcomes for schools and educationally disadvantaged schools and students			
Total for Priority D	**Centralised**	**$0**	**$0**
	Distributed	**$0**	**$0**
E – Student wellbeing and support			
Total for Priority E	**Centralised**	**$0**	**$0**
	Distributed	**$0**	**$0**
	Administrative costs	$0	$0
	Total expenditure	**$1,470,166**	**$1,470,166**
	Deferred funding	**$0**	**$0**

Interest earned that is being carried forward to 2023

Interest earned but not spent since last annual report	$828,336

Schools' Use of Distributed CAF Funding

Catholic Schools NSW Ltd (CSNSW) as the NGRB can confirm that all funds received and distributed to schools was compliant with section 49 of the CAF Guidelines which require non-government schools to certify that distributed funding has been used for the purposes for which it was provided.

Expenditure Profile for 2023–2029

This table reflects the NGRB's planned expenditure over 2023 to 2029 consistent with its CAF Agreement and, where applicable, its CAF Work Plan, with any variations outlined below.

	2023	2024	2025	2026*	2027*	2028*	2029*
NGRB's total estimated funding allocation as advised by the department	$21,829,095	$22,379,007	$23,050,377	$23,741,888	$24,454,144	$25,187,769	$25,943,402
NGRB's estimated Regional Transition Assistance funding allocation as advised by the department	$282,514	$289,631	$298,320	$307,270	$316,488	$325,982	$335,762
Accrued deferred funding from 2020, 2021 and 2022, to be carried forward to 2023	$53,423,320						
Accrued interest earned on funds held in 2020, 2021 and 2022, to be carried forward to 2023	$924,532						
NGRB's planned expenditure for the relevant year	$1,851,703	$33,415,436	$34,577,668	$35,780,515	$37,025,392	$38,313,772	$39,969,048
NGRB's planned regional transition assistance expenditure for the relevant year	$331,552	$342,824	$354,480	$366,533	$378,995	$391,881	$781,252
NGRB's planned deferred funding for the relevant year to be spent in a future year	$19,977,392	-$11,036,429	-$11,527,291	-$12,038,627	-$12,571,248	-$13,126,003	
Accrued deferred funding from the relevant year and previous years to be spent in a future year	$74,325,244	$63,288,815	$51,761,524	$39,722,897	$27,151,649	$14,025,647	

Funding over 2026 to 2029 is indicative and will be finalised through 2026-2029. Work Plan to be settled in 2025.

Reason for variations to Expenditure Profile

An amount of $331,552 was planned to be distributed to qualifying schools in 2022 from the Regional Transition Assistance component of the CAF. However, as the Regional Transition Assistance criteria could not be assessed until the annual recurrent funding for 2022 was fully distributed (occurred in late December), the distribution will occur 2023.

Activity Report

Activity/Initiative	Private Fee maintenance & Control
Priority	B – Transition Assistance

Activity Description

Catholic schools have utilised the funds received from the Choice and Affordability fund ("CAF") to keep the school's tuition fee increase as low as possible, which has provided an affordable option to families of existing and future students to attend a Catholic school. The introduction of the Direct Measure of Income methodology has led to a reduction in the amount of government funding received by some schools. In order to ensure financial viability, schools have had to increase tuition fees to recoup the reduction in government funding. Increasing fees has meant that some families are unable to afford sending their children to Catholic schools. This may result in these families sending their child to a government school (and reduce enrolments in Catholic schools), which may cause schools to become financially unviable and possible closure of the school. The funding from the CAF will allow schools to increase their tuition fees at a more moderate rate as they transition to the Direct Measure of Income methodology.

The CAF has provided some schools capacity to allow for concessions and bursaries to families in financial distress. This achieves the relevant priority of providing education for families and students requiring financial assistance. The funding directly contributes to the school's capability in offering concessions and bursaries for those in need of financial assistance. The CAF funding allows schools to offer this service to those families who need it.

Outcomes Achieved

Outcomes	Indicators of success
Schools have been able to keep fee increases to a minimum so as to ensure that families are able to afford sending their children to Catholic schools	Fee increases year-on-year have been kept to below inflation
Schools have been able to retain existing enrolments and grow enrolments year on year	No families have left the school as a result of being unable to pay school fees. Student numbers have increased year-on-year. Feedback from families who were provided assistance was overwhelmingly positive as to one of the major factors in having their child at the school.
Grant funding to support families in financial distress in 2022 to assist their children remain at the school.	For example, in one school, Total Bursary program in 2022 provided over 30 students with over $112,000 funding support from the CAF.
Fee increases were limited to 4% for families while the applicable government funding per student is steadily dropping between 2022 to 2029. At the same time, fees are gradually increasing annually to offset the reduction in government funding from 2022 to 2029. Funds have also been used to assist with additional requests for fee assistance	Schools did not lose a large number of families due to the annual increase in fees. Schools were able to continue to provide education to their existing students and provide for future enrolments, despite lower government funding without undertaking significant expenditure cuts.
Discretionary Bursaries to students were provided to families in dire financial situations. Full bursaries were provided to students with severe medical complications and life-threatening illnesses	These bursaries supported children to complete their schooling. Students could continue their studies and parents could cover their medical costs.

Risk Management

Risk	How the risk will be managed
School Fee Affordability – given the current economic conditions and the rising cost of living, any significant increases in fees would mean that some families would not be able to afford to send their children to Catholic schools. This would mean that some families would reconsider their child's enrolment and may elect to send their children to government schools.	This funding will allow schools to keep fee increases to a lower level. With lower fee increases, this would mean that the school is more affordable, thereby allowing families the choice of sending their children to a Catholic School.
COVID 19 affected many families and their employment. The continuing aftereffects of this will apply strain on resourcing Bursary funds within the schools	Schools' leadership and Advisory council to meet regularly and discuss matters such as affordability for families. Increased budgeting for Bursaries over future years and continuous communications with families should mitigate the risk
Students do not enrol in Catholic schools due to the perception that it is unaffordable. Students leave the school due to family financial pressures.	The development of marketing material and actions that educate the community on what the school has to offer and how this relates to affordability. Schools are exploring further enhancements to fund raising and sponsorships to enable families with confirmed financial pressures to keep their child in the school.
Families are under a significant amount of pressure with the costs of living and while the Government may have assessed the school's community as having the capacity to pay higher fees, which is not the sentiment in the community.	Schools are needing to sensitively address the rapid increase in overdue school fees in such a way that does not lead to loss of enrolments. Schools are working hard to find savings within their budget to try to absorb as much as possible the reduction in Government funding so as not to pass on full fee increases.
There is a risk that a family's financial situation will not improve in 2023 and beyond. This may lead to those families unable to continue paying their child's fees and they either terminate their enrolment.	Regular contact is maintained with the family to monitor their financial capacity to pay. If they require further assistance, they are typically required to complete an application for financial assistance.

Key stakeholders

Stakeholder	Engagement Work
School Advisory Council and School Leadership team	The proprietor of the school and the leadership team meet to discuss and plan for the best use of the CAF funds in accordance with the approved plan.
Families of current and future students	The school communicates with families to make them aware that the school aims to minimise any future fee increases.
School Board	Responsible for setting the Long-Term Objectives of the school including ensuring that the resources and the funding of the school is maximised to develop well educated, confident, resilient, and informed young people, well positioned for further studies and productive lives as active members of our society.
School Finance Committee	The School Finance Committee, regularly convenes to consider CAF priorities, discuss resource needs and to develop plans which are recommended to the School Council and Board.
Board of Governance and Sub Committee School Principal and Director of Business Services	The regular review of debtors by the Director of Business Services and the Principal assists the school in managing slow paying debtors and identifying families that are temporarily unable to pay their fees. The Finance and Property Meeting and Board of Governance meets twice a year and reviews the financial statements. The annual budget is set down to include a provision for bursarial assistance. CAF funding is used to support the provision of bursarial assistance.

Activity Report

Activity/Initiative	Management of Fee increases
Priority	B – Transition Assistance for Schools that would have been eligible for former **National Adjustment Assistance Fund**

Activity Description

Annual funding from the CAF continue to provide financial assistance as schools transition to the Direct Measure of Income Methodology. Transitional funding is utilised to assist families under financial pressure. The funding provides Catholic schools with the ability to offer fee relief, discounts or bursaries which allows families of current students at these schools to continue their education at their school of choice without the disruption of having to move to a different school.

Outcomes Achieved

Schools that would have been eligible for the former National Adjustment Assistance Fund have reported the following outcomes and successes:

Outcomes	Indicators of success
Supporting Boarders (regional) with lower fee increases (less than 2% boarding vs Tuition 2.5%)	One school has seen an increase in boarders since 2020 from 38 to 51 in 2022
Lower Tuition Fees has supported overall enrolment growth	Enrolments increased in 2021 and 2022
CAF funds subsidise fee increases to a manageable amount for parents to allow them to continue to afford their child's education at their chosen school	Schools have reported that some year groups are at capacity and that the number of withdrawals citing fees increases have declined
Seven families were supported for bursaries totalling $68,820	Student enrolments for these families were maintained

Risk Management

Risk	How the risk will be managed
Fee Affordability – to maintain existing enrolments.	Using CAF funding, keep annual tuition fee increases to below inflation to maintain and increase enrolments.
Enrolment levels in Boarding	Keep increases in Boarding Fees to below inflation to maintain and grow boarding numbers.
Economic conditions faced in recent years driven by Covid-19 and more recently, interest rate rises putting financial pressure on families of students	Schools use CAF funds to keep tuition fee increases as small as possible. Bursaries have been set up to allow families experiencing financial distress to access this support and allow their child to continue their schooling uninterrupted.
The Bursary Assistance program may experience a high level of requests due to current economic conditions and inflationary pressures	Schools/Colleges set a budget for assistance. If demand appears too high, the school can review overall financial implications and apply discretion in the level of support given.

Key stakeholders

Stakeholder	Engagement Work
Parents of enrolled students	Regular communication with parents regarding school fees highlighting the school's efforts to minimise fee increases despite the challenges of adjusting to the new funding arrangements.
School Finance Committee	Meets monthly to discuss and review financial information and any budget variations to allow the school to monitor any possible funding shortfalls and implement remedial action as necessary.
School Board	School management meets regularly with the Finance Committee to report and review critical financial information in a timely manner as relevant factors develop. The financial impact of the reduced government funding due to the DMI/CTC methodology is discussed with the Finance Committee and Board. The level of bursary assistance is considered in terms of impact for the school and fee-paying parents. CAF Funding supports this program.

Activity Report

Activity/Initiative	**Improved Financial Reporting and development of an enrolment management system**
Priority	B – Transition Assistance for Schools that would have been eligible for former **National Adjustment Assistance Fund**

Activity Description

A comprehensive financial analysis was conducted to enable schools to measure the impact in the reduction of government funding and the financial measures the schools would be required to implement to ensure continuation of their business. Improved budgeting and departmental reporting would allow schools to better identify potential cost savings. The improved financial management and reporting has allowed schools to implement a new enrolment management system, improving efficiency and finding savings that helped to deliver new building additions to the school.

Outcomes Achieved

Outcomes	**Indicators of success**
A forecast for the next fifteen years was developed, to be updated every year - to allow for better financial management of the school and assist in keeping fee increases to below inflation during the transition to the DMI/Capacity to Contribute funding Methodology.	The forecast shows continued profitability of the school, departmental expenditure to be delivered below budget.
Completion of Stage 2/3 building works and the re-submission of Stage 4 development application.	Opening of Stage 2/3 building works in October. Lodgement of Stage 4 documents with appropriate regulatory bodies.
The de-commissioning of the iWise system and transition to Compass enrolment management system.	Improved efficiency and reduction of hardware and software maintenance costs.

Risk Management

Risk	**How the risk will be managed**
Bankruptcy.	Long-term financial modelling, financial systems implementation, strategic planning, philanthropic program development, fee structure review and increased fees, increased marketing cutting student resources and reducing staff levels (already skeleton). This risk has been reduced due to implementation of the above procedures.
Losing enrolments due to fee increases	Gradual increases as far as possible to avoid significant loss of enrolment; reduction in staffing.
Possibility of closing the boarding school	Develop marketing programs to increase the number of overseas students.

Key stakeholders

Stakeholder	Engagement Work
School Finance Team	Enhancement of financial management and forecasting.
Marketing Team	Appointment of key staff to encourage enrolments of local students, First Nations students and overseas boarders. Establish a philanthropy program to provide another source of income to allow the school to keep fee increases manageable.

Activity Report

Activity/Initiative	**Upgrade of IT Resources**
Priority	C – Special Circumstances Funding

Activity Description

Covid-19 impacted negatively on the school as existing devices were sent home during remote learning and returned either damaged or in need of repair. CAF Funds received will be preserved with the intent to spend in 2024 for the upgrade of IT resources from Kinder to Year 2

Outcomes Achieved

Outcomes	**Indicators of success**
Funds received preserved until planned expenditure scheduled in 2024.	The school spent approximately $23,000 in 2021 to transition to the use of Chromebooks for students in Years 3 to 6. The CAF funds received in 2022 will be spent in 2024 for purchase of Chromebooks from Kinder to Year 2.

Risk Management

Risk	**How the risk will be managed**
The school community is not in a position to support a Bring Your Own Device model. COVID 19 highlighted the need to have provisions in place in the priority area of IT so as to ensure all children access to remote learning.	COVID 19 impacted on the school negatively as existing devices were sent home during remote learning and returned in need of repair or unable to be repaired. The devices were assessed and a plan for the upgrade of units put in place. The 2021 funds were used to upgrade Year 3-6 units. In 2024, funds will be directed to the upgrade of the K- 2 computers.

Key stakeholders

Stakeholder	Engagement Work
School Executive	Potential changes to the DMI will impact the budget in the area of IT specific to the quality of student devices. Transitioning from laptops to Chromebook is seen as a cost-effective option.

Section 4: Variations from Agreement / Work Plan (Complete if relevant)

In 2021, the school review decided that the upgrade of devices was a specific area that needed financial support. We intent to preserve funds in 2022-2024 so as to replace all ICT units post COVID–19 and ensure an equitable platform for all students. Provisions for onsite and remote use is factored in our plan.

Activity Report

Activity/Initiative	**Financial Recovery from Flood events**
Priority	C – Special Circumstances Funding

Activity Description

In March and April of 2022, Lismore in NSW experienced the worst floods in history. The unexpected weather event had a severe financial impact on all schools in the Lismore area. Trinity Catholic College is a non-systemic school that receives CAF funding from Catholic Schools NSW under the CAF agreement – Non-Systemic Schools. The CAF monies in 2022 were directed under Priority C – Special Circumstances Funding. The funding was used to assist the College to relocate when all other short-term funding was exhausted.

Outcomes Achieved

Outcomes	Indicators of success
The two College sites were able to be relocated to allow College to continue operations.	The College continued to employ staff and educate students. Enrolments stabilised and there has been an increase in enrolment numbers for 2023.

Risk Management

Risk	How the risk will be managed
Weather events that can cause major disruption to the operations of the College	Due to Trinity Catholic College being affected by the 2022 Lismore floods, the College has moved to its current location on the grounds of Southern Cross University, which is out of the flood affected areas of Lismore.

Key stakeholders

Stakeholder	Engagement Work
Southern Cross University	Trinity Catholic College has leased from SCU the land, buildings, and facilities to allow the College to continue to operate.
Students	The arrangements made by the College to continue operations has allowed for the students to continue their education and ensure their safety of not being in a flood-affected area.
Parents	The relocation has given parents peace of mind that their child's education can continue and their safety is assured.
College Staff	The relocation and alternative operating arrangements has allowed for continued employment for staff, providing them with financial stability.

Activity Report

Activity/Initiative	Provide accessible education to parents of special needs children
Priority	C – Special Circumstances Funding

Activity Description

St Edmund's College Wahroonga prides itself on its ability to offer an education to students from a wide range of families from different socio economic and cultural backgrounds. Due to unusual circumstances during the year (Covid related business disruptions) some families were not able to pay their school fees. The funding assisted the school by allowing it to provide fee relief to those families whose incomes were impacted by Covid business disruptions.

St Gabriel's School in Castle Hill caters for students who have a mild to moderate intellectual disability, as well as students that are deaf, hard of hearing; blind or have low vision; have autism or disabilities. 2022 presented a challenging financial climate for St Gabriel's. Several families of students faced challenges of COVID-19 affecting their businesses and flooding from prolonged wet weather.

Outcomes Achieved

Outcomes	Indicators of success
St Edmund's: Supportive and inclusive education offering.	No families left the school due to financial hardship as the school provide financial relief to affected families via the funding received from the CAF.
St Gabriel's: Students from two families were still able to attend school despite the challenging financial climate faced at home in 2022.	Students still enrolled in school and thriving in class. The CAF came at an opportune time which helped to assure the parents of these two students that their child was still able to stay in St Gabriel's school and the students themselves were not affected by the financial pressures faced at home.

Risk Management

Risk	How the risk will be managed
As a special needs school, students have mild to moderate intellectual disability and comorbidity and can also be immunocompromised with underlying medical conditions. The children are not able to attend a mainstream school. If they were forced to leave, St Edmund's, the student and family would suffer.	To mitigate the risk of a child leaving due to financial circumstances, the school executive will periodically review outstanding school fees and proactively works with families to manage financial stress.
Risk presented is parents of the students are not able to pay their school fees due to COVID-19 related difficulty and flooding from constant wet weather in 2022.	Business Manager work with Executives of the school to periodically review outstanding fees and review families affected by COVID-19 pandemic and families that may have been affected by flooding. This is to ensure families do not pull their child out of the school due to financial difficulties.

Key stakeholders

Stakeholder	Engagement Work
School Executive team	Periodic reviews of School fees to ensure that the school can proactively support student's families and foster a supportive school environment.
Student Families	Periodic review of outstanding fees by Business Manager and Executives and being in constant communication with affected families and being able to provide support during temporary periods of financial hardship.

NGRB Annual Report Sign Off

This annual report is submitted in fulfillment of the annual report requirements in sections 50, 51 and 52 of the CAF Guidelines.

Name and Position of the person signing off on behalf of the NGRB:	Dallas J McInerney CEO
Date:	14/vii/23