

ANNUAL REPORT 2023

*'To create the best future
imaginable...'*



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Kindness...

Courage...

Consideration...



Key School Bodies

MESSAGE FROM CHAIRMAN

As I have been reflecting on the achievements of Skillset Senior College and the role our Board Directors play in the governance of our school campuses, many highlights have crossed my mind.

From the time the College was established in 2015, as a new enterprise under the Skillset Ltd. banner, it has grown into an empowering and responsive initiative, creating life-changing opportunities for our students.

We have built a reputation amongst other similar independent schools as being a leader, promoting an enviable model of student-focused learning. The success of this cannot be easily measured or compared to other schools, but it is there in the smiling faces and cooperative attitudes of our students as they support one another and create life-long friendships with their peers.

There is magic in our values of Kindness, Courage and Consideration...

These last 12 months have seen the consolidation of the refurbishment of our Bathurst and Dubbo campuses, with upgrades to learning spaces tailored to the needs of our students and the curriculum they are following. The dedication of our teaching and support staff during these updates is to be commended as the interruptions in the teaching and learning environment can have a big impact on what we are striving to achieve.

We are a 'school... but not as you know it'. To listen to the interactions in our classrooms and outdoor learning spaces, interact with the students and staff during their breaks, and to witness the relationships being built between our students and staff is a privilege for me to witness.

There is magic in the way our values of 'kindness, courage and consideration' ensure we can achieve our vision for the 'best future imaginable' for our students, staff, community and environment.

I thank my fellow Board members for their commitment in ensuring we have a vibrant and positive school in which all involved can feel valued and appreciated. I know our tenth year will be a cause for some celebration as we plan for many more years to come.

To the SSC Leadership Team, congratulations to each of you for your contributions to making our College great.

To the Board, Executive Team and staff members of Skillset Ltd - thank you for your ongoing support.

Together we have created an environment where young people can be safe and be valued as they develop their potential to take their place in their world in the future.



Ian Tooke

Chairman
Skillset Senior College Board

Key School Bodies



MESSAGE FROM HEAD OF COLLEGE

From the onset, our intent at Skillset Senior College (SSC) has been to create a model of education founded in wellbeing and personal growth. We strive to provide an environment where students are safe to explore their identity and discover who they are, while developing their curiosity and learning about our world.

Growth-mindset and resilience are positioned at the heart of the model, with our core values of 'kindness, courage, and consideration' taking centre stage throughout the life of the school. Phone-free, student-centred classrooms feature throughout the College, with clear standards and expectations at the centre of the SSC experience.

At the forefront of our progress during 2023, we completed our NESA registration and accreditation while remaining financially successful for another year. We witnessed the strengthening and consolidation of our wellbeing approach, while streamlining our two campuses to work alongside each other to enhance the school's vision: 'best future imaginable'. The highlights included further development of the SSC point-of-difference, while reassessing our organisational chart to re-position key roles for maximum impact across the breadth of the College.



Through the development and appointment of the college-wide roles, Head of Curriculum (Christopher Harris) and Head of Learning Support (Lisette Dale), we ensured that curriculum, compliance, programming, assessment, data-collection, policy, process and procedures are standardised across our two campuses. This has proven to be a great success for the school executive, offering consistency, reliability and stability across our areas of curriculum and compliance, furthermore, establishing greater organisational and structural stability for the sustainability of the College.

We provide an environment where students are safe to explore their identity and discover who they are...

In our ninth year of operation at the Bathurst campus, Adam Ryan headed up the campus as Acting Campus Coordinator. The team saw progress in student catering with the addition of Belinda Carroll to the Bathurst team as the Campus Chef joining Peta Ray, Campus Chef in Dubbo. Together they revolutionised student catering and brought nutritional programming to the forefront of our wellbeing and educational approach. Belinda and Peta have developed health-focused menus and supported the teaching team in Agriculture and Marine Studies to bring family mealtimes, paddock-to-plate programming and seafood extravaganzas to life.

We find when students and staff are nutritionally supported to teach and learn, the payoff is evident in the classroom and beyond. In light of our vision, 'best future imaginable', and the social-justice lens and harm-minimisation approach in which we operate, it is hopeful that students may build the perspective, skills and commitment to support themselves socially, emotionally and nutritionally as they enter the world of adulthood.



The fifth year of operation has been equally productive for the Dubbo campus. In January 2023, Dr Martin Hughes, Head of Research and Development, joined Dubbo campus to assist the Campus Coordinator, Deanne Davis, in the area of student-support and wellbeing. Dubbo infrastructure has remained a priority including the development of the basketball court, student kitchen, art studio, agricultural fencing, animal enclosures, garden development and planting and the planning and development of multiple well-being spaces. The animals are a wonderful addition to college life and year after year they bring joy to students, staff, and the SSC community. They are at the heart of our well-being approach and offer students an invaluable way to build responsibility, empathy and confidence in the care and management of the animals.

It is a privilege and pleasure to mentor and role-model healthy relationships with the SSC students and potentially share three quality years together as they complete their HSC. This is achieved through the lens of providing developmentally appropriate support as they navigate the challenging years of adolescence. We explicitly integrate the 'Hidden Curriculum' through our interpersonal and social interactions while remaining strengths-based and solution-focused. We encourage all stakeholders to contribute and celebrate the highs, while in-turn, supporting each other through the tougher challenges. During their time at SSC, if students have an opportunity to depart the College with improved literacy/numeracy, an improved sense of self-worth and self-belief, with the ability to dream big socially, emotionally and academically, then we are on the right track.

We hope that all people who enter our doors at Skillset Senior College, Bathurst or Dubbo, experience the joy and the vibe that the team intentionally foster each day. As the saying goes, "your vibe attracts your tribe", and it's the SSC vibe, well-being focus and the sense of joy that continues to contribute to the high enrolment numbers and attendance rate, making Skillset Senior College a place that students, staff, and the community wish to be a part of.

Thank you for your interest and enthusiasm for our small and mighty school in 2023. The elite and highly invested team of staff are at the core of the College's success.

It is with great appreciation and gratitude that I thank the entire team wholeheartedly for their professionalism, expertise, their ongoing efforts and the positive energy that they intentionally bring each day. Every individual is an important part of the SSC puzzle that collectively and collaboratively bring the College to life each day. We look forward to further investment and adventures in 2024 and beyond.



Abbey Barrett

Head of College

BA (Psych), University of Sydney; Grad. Dip. Couns.; PACFA
Reg. (Clinical) ACAP

Skillset Senior College

RESEARCH INSTITUTE

In 2023, SSC was represented at a number of statewide conferences.

Dr. Martin Hughes (SSC Head of Research and Development) was invited to give the opening keynote presentation at the inaugural 'Research in Schools Showcase', hosted by the Association of Independent Schools New South Wales (AISNSW) in Sydney. Martin presented "*Adapting to Thrive: Harnessing School-Based Research for Enhanced Wellbeing, Pedagogy, and Community.*" The presentation was well received by attendees from across the independent school and university sectors.

In November, Martin was invited to present on a panel at Trinity Grammar School, a one-day forum focused on '*Navigating School-University Research Partnerships.*'

With over 60 school leaders, teachers, and education academics joining the forum, the event was a great success...

Martin shared a platform with Professor Nick Hopwood from the University of Technology Sydney, Professor Robyn Ewing from the University of Sydney, and Tiffany Roos, the Director of the AISNSW Evidence Institute.

The day led to fantastic discussions around collaboration between research stakeholders in the university space and has led to a potential project between SSC and UTS.





Contextual Information: Skillset Senior College & Skillset Limited

Skillset Senior College (SSC) offers young people of the Central West NSW region a holistic and supportive approach to high school education, in an alternative learning environment with a full wellbeing focus.

The College is an independent, coeducational senior secondary school, registered and accredited with NESA, and a member of the Association of Independent Schools NSW.

We promote a flexible learning environment where we work with students to accommodate their individual psychological, physical, emotional and cultural needs. We highlight and celebrate students' individual differences and are proud we support an environment where there is no "normal" and no "average".

We offer students understanding and the resourcing to genuinely provide an individual approach to each student, accepting that not all young people succeed with a conventional approach to learning and that historical barriers to education may have entrenched a reluctance to attend or participate fully in school.

Skillset Senior College...



...is a regionally based Special Assistance School

169

STUDENT CAPACITY

...had an enrolment capacity of approximately 169 students 2023



...enrols students in Years 10 to 12



...aims to reengage disadvantaged young people with a love of learning



...features small class sizes, and at least two staff in each classroom



...has a large Indigenous cohort with around 44% identifying as Aboriginal or Torres Strait Islander (in 2023)



...has a significant proportion of students who have one or more disabilities



...has close links with community partners including youth services, housing providers and public mental health agencies



...caters for young people for whom school-refusal and mental health challenges have been major problems



"Going to Skillset Senior College has totally changed things for me. They treat us like young adults, which has made me more responsible and independent"

The Story of Skillset Senior College

The first campus of Skillset Senior College was established in Bathurst, NSW in 2015 as a sub-unit of Skillset Ltd., addressing the need for an alternative secondary education option for students in the Central West of NSW. This campus remains at the Flannery Centre, a six-star environmentally rated building that also accommodates Skillset Ltd.

The College graduated its first HSC (Year 12) cohort in 2017. In January 2018, SSC became a separate legal entity from parent organisation, Skillset Ltd., establishing its own ABN, accounts and governance arrangements to improve the effectiveness of the operation of the school.

In 2019, SSC launched a second campus in Dubbo, NSW, with the first HSC class graduating in 2021. Both campuses operate under the same leadership and governance framework, sharing a unified educational and student wellbeing philosophy while customising the school experience to cater to the unique needs of their respective student communities.

Vision, Purpose, and Values

SSC aims to re-engage young people in their education, fostering a positive and optimistic outlook on school life. We offer a small, welcoming learning environment with dedicated and effective teaching staff, creating a space where students can truly thrive. Our school excels in supporting young people with a history of poor school attendance and experiences, as well as those facing ongoing mental health challenges.

Our *vision* is for the *'best future imaginable'* for our students, staff, and community. We understand that for many, gaining education is a significant element of forging a pathway to that future, and our hope is that we can support our students to develop, strive towards and attain their personal goals as they self-determine their own 'best future'.

Our *purpose* is to promote *'engagement through relationships.'* SSC provides a safe, connected, and supportive learning environment, with a focus on wellbeing and a 'whole-person' approach to working with young people, their families, or carers. Through the SSC purpose, the students continuously prove they are able to re-engage in education, develop the desire to learn and build the skills to succeed at school, at work and in life.

At Skillset Senior College, we emphasise the core *values* of *'kindness, courage, and consideration.'*

These principles guide our efforts to inspire students to fully commit to their learning journey and strive to become the best version of themselves.

VISION, MISSION *and Values*



We support...

We support each other through positive communication, encouragement, and kindness.



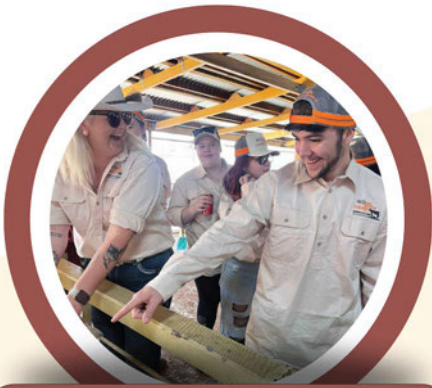
We promote...

We promote courage by celebrating positive risk-taking, healthy vulnerability, and taking responsibility for our own learning and growth.



We create...

We create a learning environment where all students and staff are treated with consideration and respect.



Students...

We are
'student-centred'

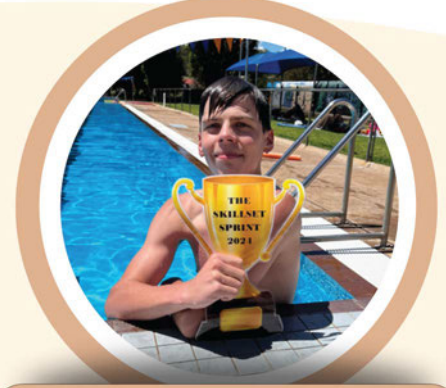
We use an individualised approach to creating the conditions for students to thrive.



Strengths...

We are
'strength-based'

We build on students' skills, abilities, and talents in helping them to achieve personally and academically.



Solutions...

We are
'solution-focused'

We choose to find ways forward in overcoming challenges and putting our energy into innovative approaches.



MARINE
STUDIES

MARINE
STUDIES

REGISTRATION *Details*

2014

SSC was first accredited by NESA in September 2014

2015

SSC opened its doors in Bathurst and welcomed our first students in January 2015

NESA NUMBER

78096

REREGISTERED

In 2023, SSC was reregistered from January 2024 to December 2028

CAMPUS SITE CERTIFICATION

Dubbo Campus

December 2018 (Cnr Bultje & Fitzroy St)

December 2020 (Sheraton Rd)

About...



Skillset was established in 1982 as the region's first Group Training Organisation, helping businesses across the Central West train their workforces.



Since this time, Skillset has grown into a leading regional organisation offering a range of life-changing services focused on supporting people and businesses in our communities through employment, career development and education.

Student Outcomes

Year 10 Record of School Achievement (RoSA)

In 2023, 36 students from the Bathurst Campus, and 37 students from the Dubbo Campus completed the requirements of Year 10 and received a RoSA. The majority of students benefited from significant adjustment in learning delivery, assessment modification and tailored learning support, with a smaller proportion of students requiring substantial adjustments to meet requirements.

Course	School Total	State Total	School A(%)	School B(%)	School C(%)	School D(%)	School E(%)	School None(%)	State A(%)	State B(%)	State C(%)	State D(%)	State E(%)	State None(%)
English 200 hours (300)	73	93268	6.85	23.29	3.36	21.92	9.59	-	12.27	29.25	36.61	15.55	5.22	1.09
Mathematics 200 hours (323)	73	93432	-	19.18	45.21	27.40	8.22	-	14.95	22.13	32.81	22.68	6.49	.94
Science 200 hours (350)	73	93343	8.22	26.03	38.36	27.4		-	13.04	24.24	36.46	19.29	5.96	1.01
Geography 100 hours (4015)	73	93255	16.44	26.03	38.36	15.07	4.11	-	15.11	28.89	35.01	14.64	5.48	.87
History 100 hours (4007)	73	93278	2.74	30.14	54.79	9.59	2.74	-	14.62	28.25	35.32	15.23	5.71	.87
Personal Development, Health and P.E. 100 hours (2421)	73	18601	6.85	35.62	46.58	6.85	4.11	-	17.21	39.26	32.23	8.38	2.54	.38

Senior Secondary Outcomes

Preliminary Course (Year 11) Results

In 2023, 28 students from the Bathurst Campus, and 18 students from the Dubbo Campus completed the requirements of Year 11, with access to the following on-campus subjects: English Standard, Mathematics Standard, Agriculture, Marine Studies, Computing Applications (Bathurst only), Visual Design and Work Studies. These subjects were offered to appeal to a wide range of interests and abilities. A small number of students completed alternative, individual subjects through concurrent enrolment through the T-VET programme at TAFE NSW.

Course	School Total	State Total	School A(%)	School B(%)	School C(%)	School D(%)	School E(%)	School None(%)	State A(%)	State B(%)	State C(%)	State D(%)	State E(%)	State None(%)
English Studies 2 unit (30105)	46	10224	4.35	19.57	50.00	23.91	-	2.17	5.70	21.42	35.82	23.21	10.84	3.01
Mathematics Standard 2 unit (11236)	46	41269	4.35	39.13	30.43	19.57	4.35	2.17	8.52	21.72	36.87	23.36	8.95	.58
Agriculture 2 unit (11010)	45	2231	6.67	33.33	44.44	13.3	2.22	-	20.48	24.47	32.18	14.97	7.17	.72

HSC Results

The 2023 Year 12 cohort subject offerings (HSC Course) were English Studies, Mathematics Standard 1, Agriculture, Marine Studies, Visual Design, Work Studies, and Computing Applications. Of these subjects, 1 course (2 units) was board-endorsed with an external exam. The College also administered external exams for Electrotechnology and Automotive through TAFE NSW.

HSC Results

Course	Course	Students Included	Students Omitted	E.M. Mean	State E.M. Mean	School/State Variation	Z-score
Agriculture 2 unit	15010	27	-	54.99	71.62	-16.63	-1.20

HSC Band Results

Course	Course	Included Students	Omitted Students	Band 6	Band 5	Band 4	Band 3	Band 2	Band 1
Agriculture	15010	27	3	-	-	-	9	13	5
	Band Total	-	-	-	-	-	9	13	5

Skillset Senior College Class of 2023



Year 12 Bathurst Campus

Year 12 Dubbo Campus



*"Before Skillset,
I had trouble
staying
motivated in
school.*

*Now, I'm excited
about learning
and growing as
a person."*



Professional Learning and Teacher Standards

All teaching staff met the professional requirements for teaching in NSW according to the following categories:

CATEGORY	NUMBER OF TEACHERS
Teachers having teacher education qualifications from a higher education institution within Australia or as recognised within the National Office of Overseas Skills Recognition (AEI-NOOSR) guidelines	18
Teachers having a bachelor degree from a higher education institution within Australia or one recognised within the AEI-NOOSR guidelines but lack formal teacher education qualifications	0

NESA TEACHER ACCREDITATION STATUS	NUMBER OF SSC TEACHERS
Proficient Teacher Accreditation	14
Provisional Accreditation	1
Pre-2004 Teacher accredited at Proficient level	2
Conditional Accreditation	1

Professional Development and Formal Training

In 2023, teaching staff attended the following training events:

NESA ACCREDITED TRAINING	NUMBER OF STAFF ATTENDED
2023 Alternative Education Conference	All Staff
AISNSW Curriculum Leaders Conference: Oceans of Possibility	1
Procreate Master Class online course	1
2023 AIS School Counsellors Conference	1
NCCD: Review and Reflection	1
NCCD: The Role of School Counsellors	1

WORKFORCE *Composition...* As at 1 December 2023

SENIOR LEADERSHIP



No	Job Title	FTE
1	Head of College	1.0
1	Deputy Head of College	1.0
1	Head of Curriculum	0.2
1	Head of Learning Support	0.8
1	Head of Research and Development	0.2
2	Campus Coordinator	1.8
1	Learning Support Coordinator	1
1	Student Liaison Coordinator	0.8
9	TOTAL	6.8

TEACHING TEAM



No	Job Title	FTE
18	Teachers <i>(including Lead Teachers)</i>	14.3
18	TOTAL	14.3

SUPPORT STAFF



No	Job Title	FTE
9	Learning Support Officer	11.36
2	Aboriginal Education Officer	
2	General Assistants	
13	TOTAL	11.36

OPERATIONAL STAFF



No	Job Title	FTE
1	Administration Manager	1.0
1	Communications and Support Officer	1.0
1	IT Officer	1.0
2	Reception and Administration Assistant	2.0
3	College Liaison Officers	1.8
1	Student Support Officer	1.0
1	College Mentor	1.0
2	Canteen Employee	1.04
1	General Hand	1.0
13	TOTAL	10.84

TOTAL STAFF



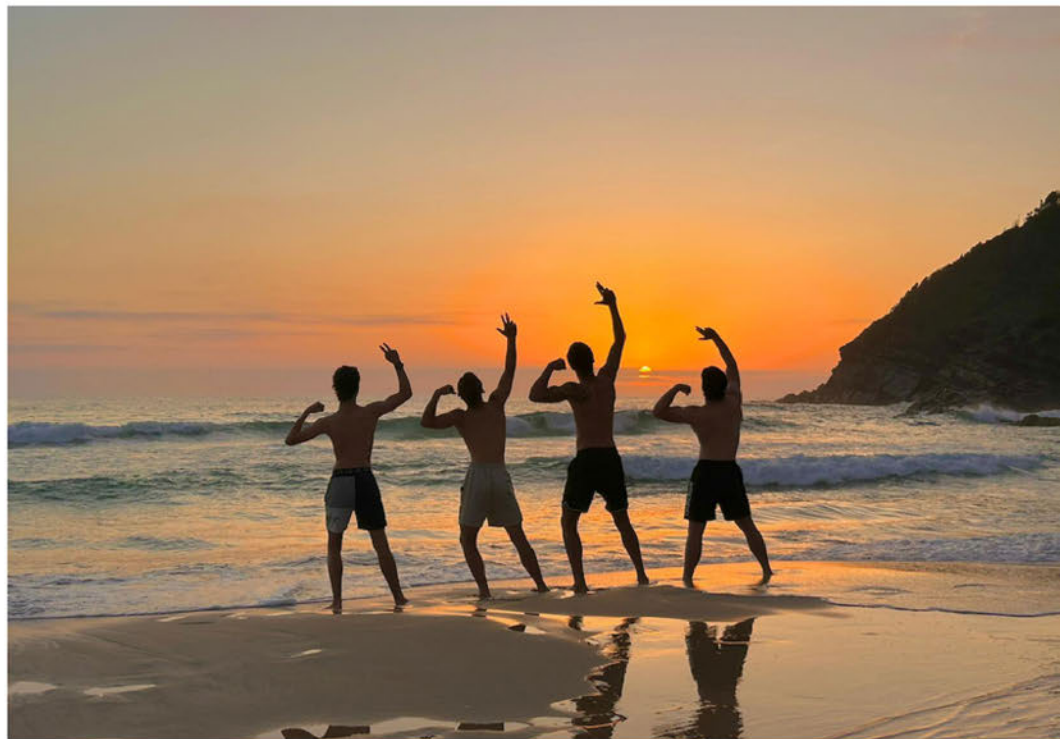
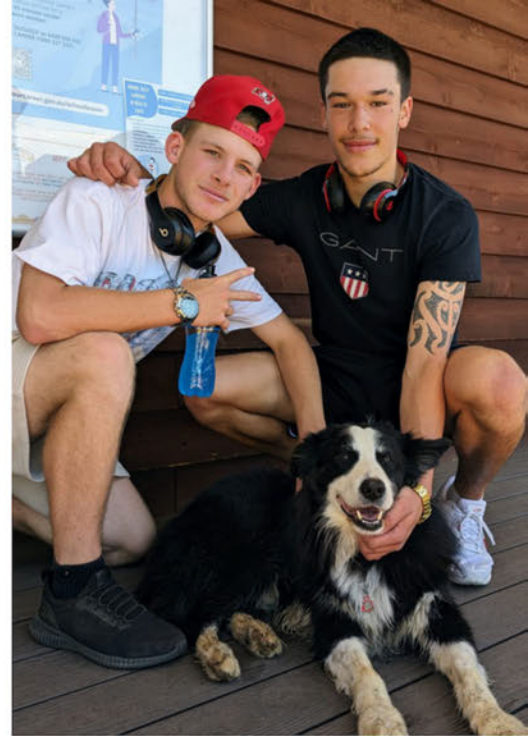
TOTAL FTE



Administration support is also provided to Skillset Senior College on a contractual basis by Skillset Ltd. in the areas of Finance, Payroll, and Human Resources. Casual teaching and learning support staff were also engaged on a needs basis to cover sick leave and support operations.

Workforce Qualifications

STAFF MEMBER	QUALIFICATIONS
HEAD OF COLLEGE	BA (Psych), University of Sydney; Grad. Dip. Couns.; PACFA Reg. (Clinical) ACAP.
TEACHING STAFF	Bachelor of Applied Science (Natural Resource Management) SCU 2010 Bachelor of Laws 2010, SCU Graduate Diploma of Legal Practice, College of Law Graduate Diploma of Education (Secondary), SCU 2013 Statement of Attainment in Trip Planning and Bushwalking, TAFE Western, 2016
	Bachelor of Science, University of Glasgow, 2012 Doctor of Philosophy, University of Glasgow, 2017
	Bachelor Applied Science (Agriculture), Hawkesbury Ag College, 1987 Dip. Ed., Sydney Teachers College, 1987 Certificate of Policing, CSU, 1996 Cert IV Project Management, UNE, 2003 Master of Educational Leadership, University of Canberra, 2003 Grad. Dip of Psychology, Charles Darwin University, 2010 Bachelor of Arts/ Bachelor of Education (Secondary) SCU 2022
	Bachelor of Animal Science, CSU, 2012 Bachelor of Teaching, CSU, 2016
	Bachelor of Education (Health and Physical Education)
	Bachelor of Teaching, University of New England, 1996
	BA SocPsy CSU 2012; BA Secondary Education (English), CSU, 2012
	Bachelor of Education (K-12 Teaching History/Geography), UNE, 2017
	Bachelor of Arts/ Bachelor of Education (Secondary) SCU 2022
	Bachelor of Arts / Bachelor of Education (Secondary) SCU, 2019
	Graduate Diploma of Education (Secondary Maths & Computing) 2004 Bachelor of Information Technology, 2000 – 2002 ICA30105 Certificate III in Information Technology (Applications), 2009
	Bachelor of Education (K-12 English Specialisation), CSU, 2017 Graduate Certificate of Religious Education, BBI, 2021
	Bachelor of Education (Primary) and Inclusive Education Diploma of Equine Podiotherapy
	Bachelor of Human Movement/Bachelor of Teaching (Secondary), CSU, 2005 Graduate Certificate in Career Development, Swinburne University, 2015
	Bachelor of Exercise Science (Rehabilitation) CSU, 2011 Masters in Teaching (Primary) UNE, 2016 TVET Cert IV Training and Assessment, Primary Industries Agriculture and Horticulture, TAFE, 2019
Bachelor of Education (Primary), CSU, 1992 Graduate Diploma (Inclusive Education), CSU, 2009 Associate Diploma in Speech and Drama, Trinity College of Music, 1992	
Bachelor of Teaching Primary, Bachelor of Social Science Psychology, CSU, 2007	

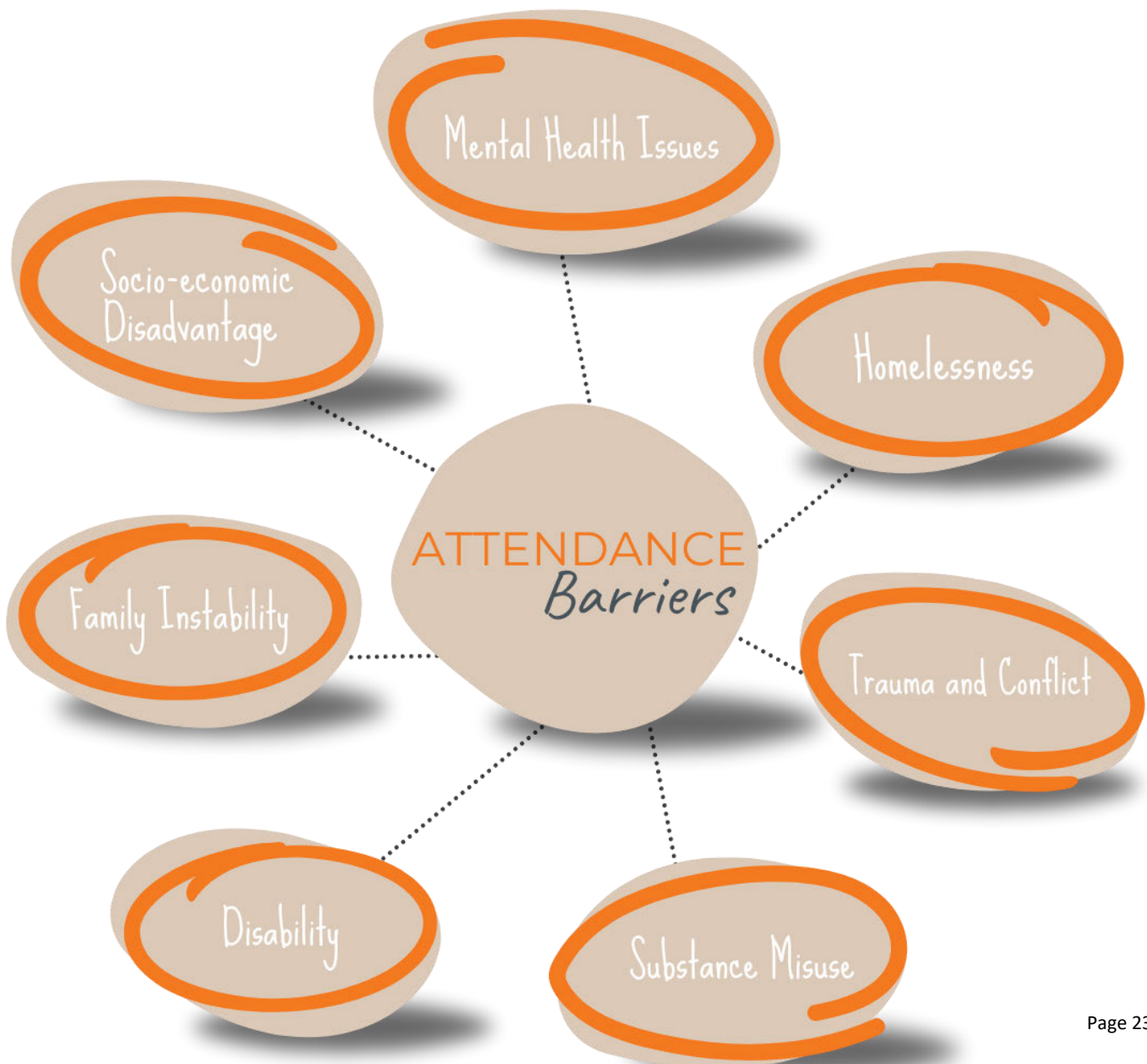


Student Profile, Attendance and Retention

Student Profile

In our ninth year of operation, Skillset Senior College commenced 2023 with 169 enrolments across two campuses, in Years 10, 11, and 12. The NSW Minister for Education has granted SSC 'Special Assistance School' status, which recognises our school primarily assists students with social, emotional or behavioural difficulties, who are better suited to an alternative learning environment. At the time of the 2023 census, 20% of Bathurst students and 57% of Dubbo students identify as Indigenous. 100% of students had an identified disability or required significant adjustments to access learning therefore meeting the criteria for NCCD funding.

Many students face serious barriers to attendance and struggle with full participation in school. These barriers include (but are not limited to):



SSC Attendance Percentages 2023

YEAR	NON-INDIGENOUS ATTENDANCE		INDIGENOUS ATTENDANCE		TOTAL ATTENDANCE	
	Bathurst	Dubbo	Bathurst	Dubbo	Bathurst	Dubbo
10	75%	78%	76%	65%	75%	71%
11	79%	66%	56%	70%	75%	69%
12	77%	76%	71%	64%	76%	73%

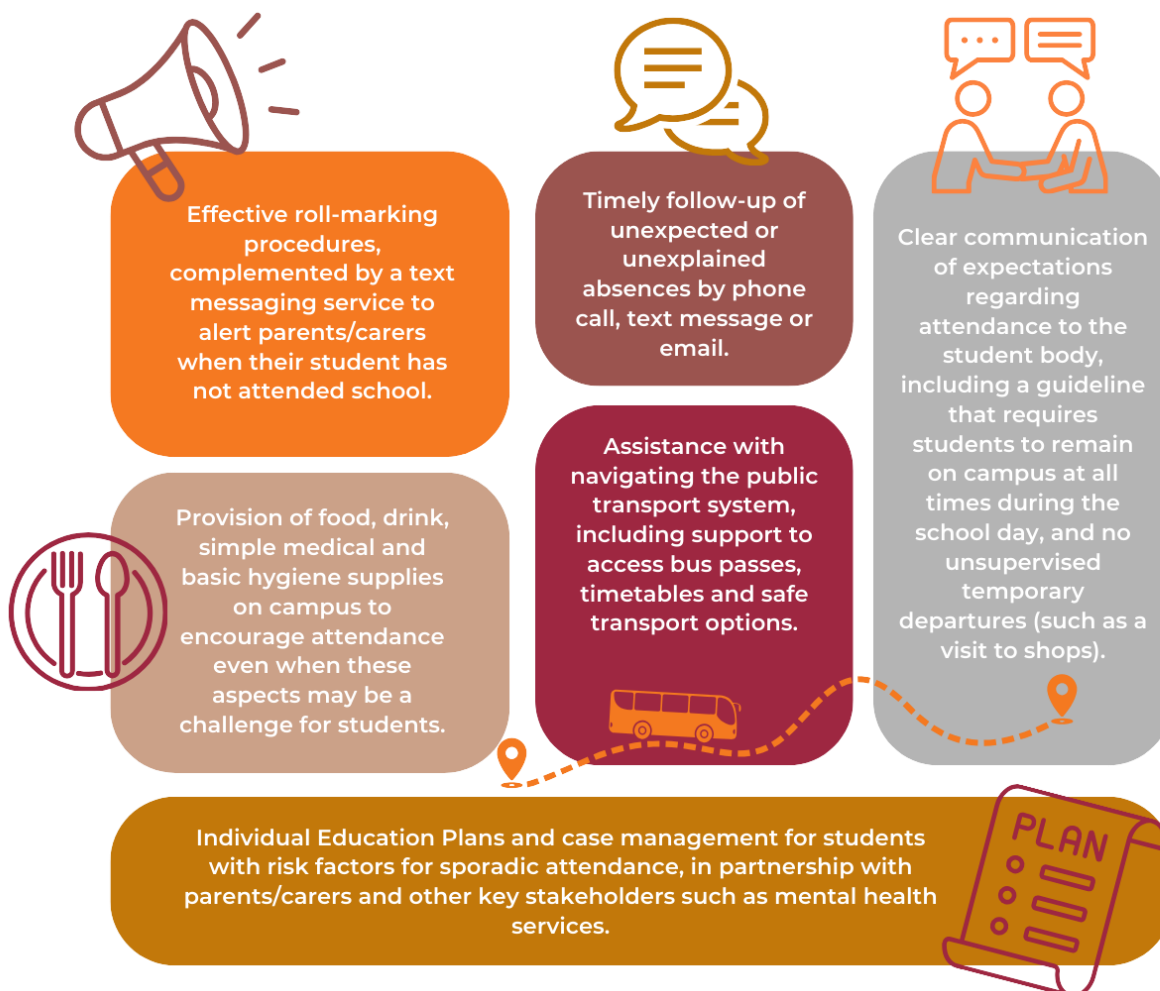
Management of Non-Attendance

Due to the nature of our cohort, non-attendance and school refusal have the potential to significantly impact on our student population. Parents/caregivers are always encouraged to discuss attendance matters with the school and build an attendance plan with relevant teaching and support staff. SSC also utilises school management software, Sentral, to send daily text messages to parents and carers updating them in real-time on their young person's attendance status.

For students who have a significant pattern of non-attendance, SSC provides flexible opportunities and additional learning support to ensure students have the best chance of success. Assessment delivery is tailored to ensure maximum participation even for students for whom irregular attendance is a significant barrier to learning.

SSC employs the following strategies to address school non-attendance and to minimise its effect on student outcomes.

Our Non-Attendance Strategies:



Retention

2023 YEAR 10	COMMENCED	ADDITIONAL	WITHDREW	COMPLETED	ARTICULATED	OTHER
Bathurst	39	-	3	36 (92%)	31 (79%)	-
Dubbo	41	-	5	36 (88%)	30 (73%)	-
Total	80	-	8	72 (90%)	61 (76%)	-

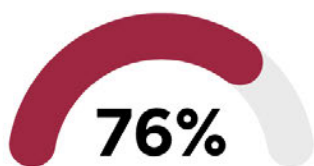
2023 YEAR 11	COMMENCED	ADDITIONAL	WITHDREW	COMPLETED	ARTICULATED	OTHER
Bathurst	30	-	2	28 (93%)	25 (83%)	-
Dubbo	29	-	11	18 (62%)	14 (48%)	1
Total	59	-	46	46 (78%)	39 (66%)	-

2023 YEAR 12	COMMENCED	ADDITIONAL	WITHDREW	COMPLETED
Bathurst	22	-	2	20 (91%)
Dubbo	8	-	1	7 (88%)
Total	30	-	3	27 (90%)

All eligible students who did not choose to articulate into the next school year were offered enrolment with the Skillset 'Youth Connect' program, designed to assist young people aged 15-19 into work, training or further study. A number of students accepted intake to the program, while one Year 11 student enrolled at a secondary school elsewhere.

Post School Destination Survey

Year 10



61 students of 80 of our cohort articulated into Year 11 (76%).

Of the remaining 19 students:

- 1 student moved away,
- 1 student re-enrolled to repeat and
- 3 students transferred to other schools.

Year 11



39 of the original 59 students remained enrolled and articulated into Year 12 (66%).

Of the remaining 20 students:

- 3 left to start employment (5%),
- 2 went to TAFE,
- 1 student repeated and
- 1 student transferred to another school.

Year 12

27 students graduated with the HSC in 2023



School POLICIES *(Summary)*

The policy documents below are excerpts from the Skillset Senior College Policy Manual.

The policies below were updated and adopted in February 2020.

ENROLMENT

Click Here

ANTI-BULLYING POLICY

Click Here

DISCIPLINE POLICY

Click Here

COMPLAINTS POLICY

Click Here

STUDENT WELFARE POLICIES

Click Here

Student welfare policies can be viewed under the 'Student Welfare' button on the School Governance page of the Skillset Senior College website.



School-Determined Improvement Targets

2023 was our ninth year of operation as a NSW Independent Special Assistance School. The SSC Leadership Team developed a School Master Plan to identify the forward direction of the College. In turn, this plan informed our Strategic Plan, which was ratified by the SSC Board in February 2021.

The School Strategic Plan is available on the school website for review. You can access the plan by [CLICKING HERE](#) or going to the Governance page of the Skillset Senior College website.

Each year the College sets local target areas for improvement in line with our Master and Strategic Plans. The table below describes each domain, and how we undertook to meet these targets during the 2023 school year.

IMPROVEMENT DOMAIN	TARGETED IMPROVEMENT	IMPROVEMENTS IN 2023
Improve support for low literacy / numeracy students	Identify literacy and numeracy needs, and support these with individual approaches	All staff are trained and involved in the NCCD moderation process. We successfully implemented the programming and staffing for the COVID-19 AISNSW 2023 Intensive Learning Support Funding.
Professional Development for teachers	Enhance PD opportunities for all staff, with support to attend conference.	Individual staff attended PD of their choice throughout the school year. In 2023, all staff attended the Alternative Education Conference. 'Lines of Effort' and Staff Development Plans (SDPs) continued to guide the selection of appropriate PD activities.
Increase community awareness and support	Media, marketing, and communications enhancements.	Implementation of the 2022 branding refresh continued in 2023 with production of new signage, vehicles, promotional items, uniforms, publications, SSC internal collateral, and more. A new social media strategy was implemented to ensure consistency and equity in messaging across campuses, enhance reputation, and maintain visibility SSC communities.
Enrolment and intake procedures	Improve targeting and efficiency of enrolment process	We refined the enrolment interview process to streamline processes between campuses and delegated to the College Liaison Officer(s), to encourage enquiries at the Campuses. Further cross-campus collaboration is required in 2024 to ensure enrolment processes are unified across the College. We continue to meet targeted student numbers. Online enrolment form actioned in 2023.

Improve physical facilities	Provision of facilities to support curricular and extra-curricular activities as identified by school community as priorities.	Dubbo Campus renovations continued with planning for the site in progress for 2023/2024. Kitchen and staff areas completed in 2023. Basketball half court completed in 2023. COLA planned for completion in 2024. Further infrastructure upgrades planned for 2024/2025. ITC remains an area of focus for 2024 and beyond.
Improve student wellbeing	Development and refinement of the SSC Wellbeing Model of Education to integrate wellbeing into all aspects of curriculum.	Development of the 'Student Support Team' with increased cross-campus collaboration. The Student Wellbeing role (former Chaplain role) and College Liaison Officer roles continued at both campuses. The College Mentor roles have been critical in developing career plans and work experience opportunities at both campuses. Further research projects investigated and proposed for 2023/2024 and beyond. Collaboration with University of Technology research team planned in 2023, to be implemented in 2024.
Curriculum	Evaluation and review of subject offerings, tertiary entry pathways.	Due to increased student retention, planning commenced for a second Year 11 class in Bathurst to be implemented and trialed in 2024. Subject planning for senior students - exploring the option of electives including computing in Dubbo and SLR in Bathurst in 2025. 37% of students transitioned into tertiary study or further training. We remained student centred and supported alternate routes to tertiary education rather than ATAR.
Governance effectiveness	Expansion of SSC Board	SSC is a separate legal entity from Skillset Ltd, with its own Board engaged and active. Skillset Ltd. continues to be contracted to provide HR, admin, finance and logistical support to SSC. The Managed Service Agreement with Skillset Ltd. has been reviewed in 2023 and working groups developed in 2024 to maintain effective working partnerships and market-value service. Development of the Financial Masterplan with Resolve to commence in 2024. Additional increase in board members proposed for 2024.

<p>Policy</p>	<p>Full review and wider consultation with all stakeholders including students</p>	<p>School policies reviewed and updated to better reflect the current operations of Skillset Senior College, and to assist standardisation. CompliSpace engaged for policy/procedure management implementing best practice and up to date reporting in relation to policy, procedure and compliance. Successful review of policies and procedures for NESA re-registration and accreditation completed in 2023.</p>
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Staff and students at SSC Dubbo

INITIATIVES PROMOTING

Respect & Responsibility



Skillset Senior College is committed to fostering a culture of respect and responsibility through a variety of initiatives that engage students, staff, and the broader community.

Skillset Senior College Community

Students are continuously encouraged to embrace College 'family life' which is developed through a number of activities throughout the year. Our weekly workshop activities cover various areas and interests, including voluntary service, skills development, cultural awareness, and physical activity. These workshops, alongside sports afternoons, PCYC visits, field trips, 'family' lunches, social BBQs, intentional wellbeing periods and extra-curricular sports teams (touch footy and ultimate frisbee), enhance students' ability to appreciate the importance of teamwork, connection and personal responsibility while developing strong relationships with staff and each other.

Annual events such as the local Agriculture Shows in Bathurst and Dubbo and the Leadership Camp to Foster for Year 11 students, are a much-loved tradition and an important rite of passage that promotes leadership skills, personal development, and a sense of community.



Community, Awareness and Inclusivity

Each year, SSC engages in numerous awareness and community events such as Wear It Purple, Paint It Pink, Tree Day, ANZAC Day and Reconciliation Day marches to educate students on respect, responsibility and important social issues.

Our NAIDOC Week celebrations feature activities and excursions such as the Balladoran On Country Experience, the annual Jellybean Pool excursion to the Glenbrook National Park and NAIDOC community marches.

These events are invaluable in educating about Indigenous history and culture, ensure respect and responsibility are core educational values.

Inclusivity is a cornerstone of our school culture. SSC actively promote the use of inclusive language, respect for preferred pronouns, and initiatives that support the wellbeing and equality of LGBTQIA individuals.



Community Partnerships

SSC actively fosters community partnerships to promote respect and responsibility among its students. In 2023, SSC invited the Wellington Aboriginal Health Corporation for parenthood sessions along with regular visits from a Sexual Health Nurse at both campuses. These visits equipped students with accurate information to make informed decisions for themselves in a safe setting. SSC also delivers the 'Love Bites' program which educates students on respectful relationships through youth-led collaborative learning.

The students also enjoyed regular visits from SSC friends: Percy Raveneau, Aboriginal Community Liaison Officer with Chiefly Police District, Dubbo Headspace, Defence Community Dogs and Eumungerie Public School (EPS) for NAIDOC sessions and the Local Aboriginal Land Council's Men's Group for male connections. These partnerships further enrich students' understanding and appreciation of diverse perspectives and responsibilities.

Reconciliation Action Plan

SSC completed its Reconciliation Action Plan (RAP) in 2023. Key elements include cultivating positive relationships, integrating Indigenous perspectives into the curriculum. The RAP enriches education, cultural competency, community engagement, social responsibility, and school culture. These initiatives ensure that all members of the community feel valued, respected, and empowered, fostering a culture of respect and responsibility across the school.

Parent, Student and Teacher Satisfaction

Skillset Senior College (SSC) fosters a supportive community through various events that promote engagement among students, parents, and staff. The annual parent/teacher interviews are conducted in a round table environment with all staff present, facilitating comprehensive discussions. This inclusive setting ensures issues affecting students are thoroughly understood and addressed, strengthening mutual trust and understanding.

SSC also hosts parent/teacher meet and greets at both campuses and Information Evenings for new students. These events provide informal settings for parents to interact with teachers, helping build strong relationships and making families feel welcomed and informed. This proactive communication approach highlights SSC's commitment to a supportive educational environment.

Additionally, SSC conducts regular staff appraisals to celebrate achievements, gather feedback, and set future goals. These appraisals recognize the hard work of staff, fostering a culture of appreciation and motivation. By discussing future goals and receiving feedback, staff members feel valued and supported in their professional development.

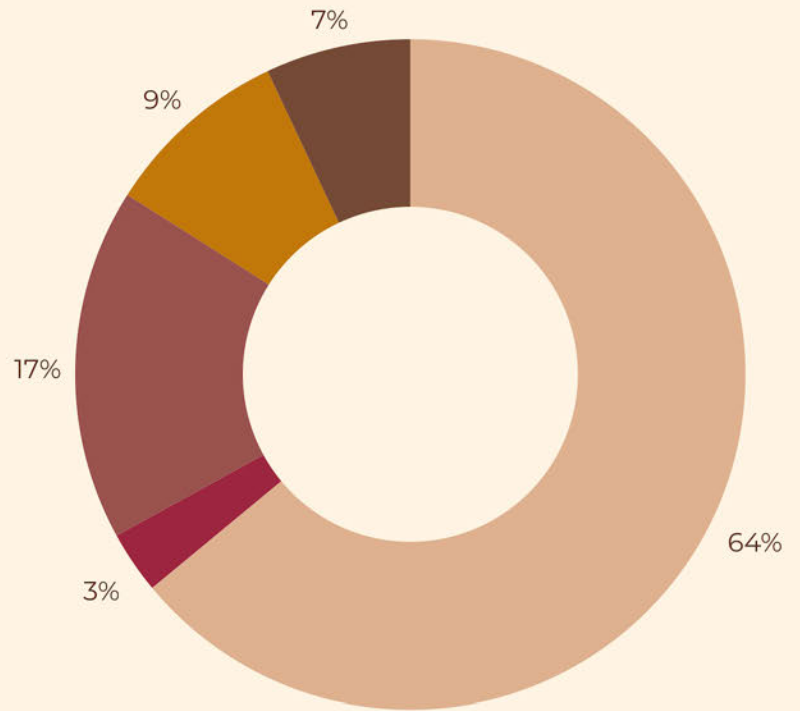
Overall, these events strengthen relationships between staff, students, and parents. By involving parents and students in feedback processes and celebrating staff contributions, SSC creates a connected and collaborative community, ensuring everyone feels heard, valued, and invested in the college's success.

Staff at SSC Bathurst Campus

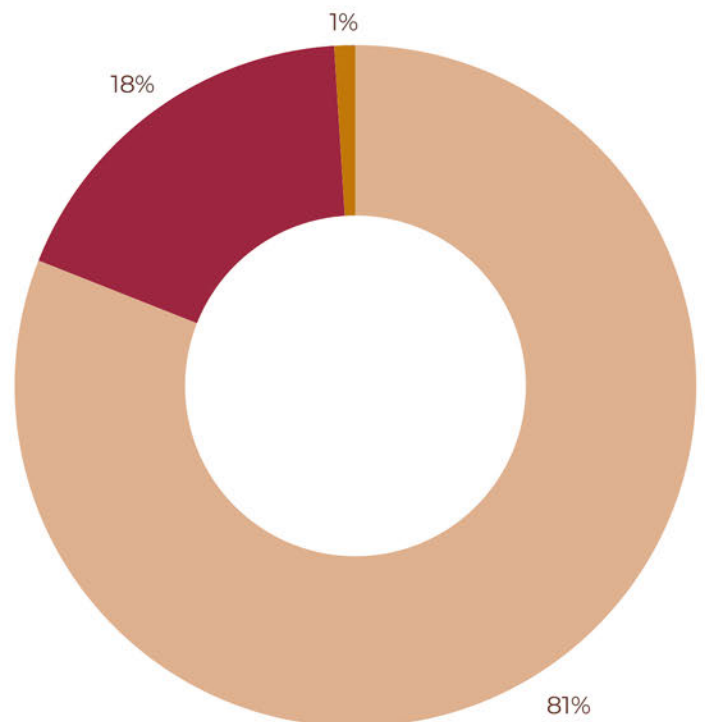
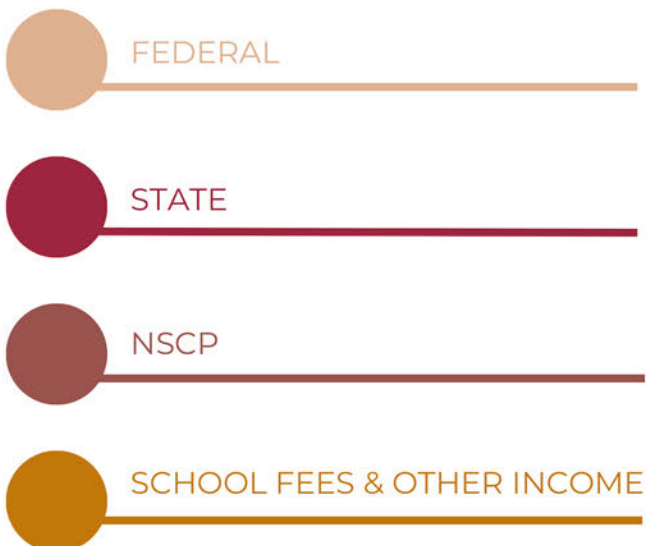


FINANCIAL *Information*

RECURRENT / CAPITAL EXPENDITURE



RECURRENT / CAPITAL INCOME





skillset.
senior
college

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but not as you know it

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