



**St Philip's
Christian Education**
FOR THE WHOLE OF LIFE

**St Philip's Christian Education
Foundation Ltd (Central Office)**

Service Charter

**Between Central Office and its Schools, Early Learning Centres,
After School Academies and Associated Entities**

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1 DOCUMENT INFORMATION

Author	Jacques Cronje
Legislative requirements	<i>Education Act 1990 (NSW)</i> <i>Australian Education Act 2013 (Cth)</i> <i>Corporations Act 2001 (Cth)</i> <i>Australian Charities and Not-for Profits Commission Act 2012 (Cth)</i> <i>Children (Education and Care Services) National Law (ACT) Act 2011</i>
The Company	Entity Name: ST PHILIP'S CHRISTIAN EDUCATION FOUNDATION LTD ABN: 34002919584
Other policy relationships	Governance Handbook Needs Based Funding Arrangement Statement Central Treasury Policy Delegations Policy Governance Handbook
Document location	MySPCC Policies and Procedures
Key dates	
Date of issue/last revision	Oct 2024
Date submitted to the Board	
Date ratified by the Board	
Review date	Oct 2027
Policy review	This policy will be reviewed every second year, or as otherwise required, with the objective of the policy being available for implementation from 1 January of the following school year
Applies to	All entities, schools and operations of the Company including associated entities (Foundation Trust, PBI etc)

2 VERSION CONTROL

Version	Date	Description
Version 1.1	18 February 2021	Draft submitted for Board approval
Version 2.0	December 2022	Draft submitted for Foundation consideration
Version 3.0	December 2022	Draft submitted for Executive consideration
Version 4	May 2023	Draft submitted for legal review and executive consideration
Version 5	August 2024	Draft submitted to SPELT for review
Version 6	February 2026	Approved by SET and CDLT - Submitted to Board

3 PRELIMINARY

3.1 Central Office and Group Strategy

St Philip's Christian Education Foundation Ltd (SPCEF) is a company limited by guarantee, incorporated under the *Corporations Act 2001* and regulated under that Act (and associated Regulations) and the *Australian Charities and Not-for-Profits Commission Act 2012* (and associated Regulations).

The Company is governed by the Board of Directors, who are statutory Directors within the meaning of the *Corporations Act 2001* and have ultimate responsibility for all of the operations and activities of the Company.

The Central Office has been established to:

- implement the Mission, Vision and Values as determined by the Board of Directors;
- implement governance policies determined by the Board of Directors from time to time; and
- oversee the operations of the organisation through the provision of executive and centralised service delivery across the various entities operated by the Company.

SPCEF operates as a Federal and NSW State System (for funding purposes) and is an established Multi-School Organisation (MSO). Some of the key strengths of our MSO operating model are mission coherence, group strategy, governance capability, executive leadership, shared services and teacher formation initiatives in order to fulfill our organisational Vision.

Effective delivery of shared services and governance through our Central Office provides an effective framework that allows for a more efficient and cost-effective outcome for the individual schools and other entities.

With increasing regulatory compliance requirements and organisational overheads, the Central Office empowers the schools and entities to focus on their core strengths and purpose, which is the equipping of our students for the whole of their lives.

All entities and divisions work towards achieving our board approved group strategy, which brings alignment and goal congruence through cascaded operational response plans that each division is responsible for.

There are 5 strategic enterprise pillars that form the foundation of our group strategy. These pillars each have relevant operational growth drivers and metrics tied to achieving our vision and mission.

Group Strategy Summary



1. Educational Excellence

As a centre for authentic Christian education, every person will be transformed through high quality, engaging, creative, evidence-based and innovative learning experiences and environments.

- 1.1 Student Growth
- 1.2 Educational Staff & Leadership Professional Growth
- 1.3 Application of Philosophy of Education and Teaching & Learning Framework



2. Stewardship Excellence

Ensure effective and efficient stewardship of our resources. Continuously improve individual entity and group financial sustainability to execute the group strategy and to uphold mission integrity.

- 2.1 Financial and Risk Health
- 2.2 Productivity Delivery
- 2.3 Capital Project Health and Returns
- 2.4 Student Growth and Asset Ratios



3. Thriving Staff

We nurture a vibrant team of staff who grow spiritually, professionally, and personally, thriving in their roles with purpose. Empowered and engaged, they embody the SPCE mission in every aspect of their work and influence.

- 3.1 Performance and Health Reviews
- 3.2 Faith Formation and Discipleship
- 3.3 Staff Safe and Well Culture and Practices
- 3.4 Staff Engagement and Leadership Development



4. Advancement & Development

Advance our vision and mission by expanding our educational reach, extending our community impact, cultivating strategic partnerships, and leading and supporting innovation, research & development in educational sectors.

- 4.1 Growth Strategy and Strategic Partnerships
- 4.2 Innovation and R&D
- 4.3 Thought Leadership and Advocacy



5. Community Transformation

Leading Christ-centred transformative education based on biblical truth to challenge and inspire growth for staff, students, families and graduates, empowering them to live out the Gospel and their purpose in both the College community and broader society.

- 5.1 Encountering Christian
- 5.2 Student Transformation
- 5.3 Community Engagement Through Service
- 5.4 Strategy Impact Review on SPCEF Community

3.2 Education Act 1990 (NSW)

The relationship between the schools listed in section 4.1(a) of this document and the Central Office is also regulated pursuant to the *Education Act 1990 (NSW)* ("the Act").

All transactions and payments made by or within the legal entity of SPCEF Ltd will be in compliance with the Act including s83C.

All parties to whom this Charter applies will work together for the mutual benefit of the organisation.

Section 83C of the Act states that the Education Minister 'must not provide financial assistance to or for the benefit of a school that operates for profit'.

Section 83C(2) of the Act states that a school 'operates for profit' if the Minister is satisfied that:

(a) any part of its assets or income is used for any purpose other than for the operation of the school; or

(b) any payment is made by the school to a related entity or other person or body:

i. for property, goods or services at more than reasonable market value; or

- ii. for property, goods or services that are not required for the operation of the school; or*
- iii. for property, goods or services that is in any other way unreasonable in the circumstances; or*
- (c) any payment is made by the school to a person in connection with the person's activities as a member of the governing body of the school unless it is in reimbursement for a payment made by the person in connection with the operation of the school.*

A school that fails to comply with its not-for-profit obligations may be declared as operating for profit by the Minister under section 83D of the Act. The school may then have the following sanctions imposed:

- cancellation of government financial assistance;
- a formal investigation of both the school and school's proprietors;
- be declared a non-compliant school under section 83E(3) of the Act.

The Minister may also take action to recover any government funding provided while the school was operating for profit.

3.3 Purpose

This Charter sets out the basis upon which the Entities operated by the Company will be charged for central services provided by the Central Office.

4 ENTITIES AND OPERATIONS OF THE COMPANY

4.1 Table of the current Entities and Operations of the Company

4.1 (a) Regulated under the <i>Education Act 1990 (NSW)</i>	4.1 (b) Ancillary services
St Philip's Christian College – Waratah	Narnia Early Learning Centers
St Philip's Christian College – Cessnock	Saints Academy (After School Academy)
St Philip's Christian College – Port Stephens	St Philip's Tertiary
St Philip's Christian College – Gosford	
St Philip's Christian College – Gilibaa	
St Philip's Christian College – Snowy Mountains	
Dynamic Learning Christian School (Waratah, Cessnock, Port Stephens and Gosford)	
St Philip's Christian College Young Parents (Waratah and Wyong)	
Central Office	
Adventure Education	
St Philip's Teaching School	

4.2 Other related entities

The Central Office and Entities operate at arms-length with the below entities in accordance with all relevant legislation

The Trustee for St Philip's Christian College Building Fund	ABN: 72384743825
St Philip's Foundation Trust	ABN: 19699390971
Snowy Mountains Christian School – Trading as St Philip's Christian College Snowy Mountains	ABN: 76076793863
The Trustee for St Philip's Christian College Bursary and Scholarship Fund	ABN: 54989773687

4.3 Inter-Entity Agreements

This charter requires all related entities to ensure the appropriate use and periodic review of Inter-Entity and Sub-Agreements when conducting operational activity across functional borders.

Appendix 3 sets out current known Inter-Entity agreements/requirements with indicative market value schedule of rates as guidance.

Appendix 4 tables are current known inter-entity agreements across Entities (excluding Central Office as this Charter supersedes all previous agreements with the Central Office).

5 NEEDS BASED FUNDING ARRANGEMENT & CENTRAL TREASURY

The Central Office Central Treasury provides operational support and cash management oversight for entities within the company in accordance with this Charter and Needs based Funding Arrangement Statement.

St Philip's Christian Education Foundation Limited (SPCEF) is the Approved System Authority (ASA) which receives all Commonwealth Government recurrent funding in accordance with the Australian Education Act 2013 (Cth) (Act) and the Australian Education Regulation 2013 (Cth) (Regulations), and all NSW Government recurrent funding in accordance with the Education Act 1990 (NSW) (NSW Act), in respect of the SPCEF Registered Schools (as defined below).

Pursuant to section 78(5) of the Act, SPCEF has in place a [Needs Based Funding Arrangement \(NBFA\)](#) to outline how it, as the ASA, distributes Commonwealth and State recurrent funding to SPCEF registered schools. SPCEF also governs and manages Ancillary Entities (pursuant table 4.1 (b)) on a similar basis through its Central Treasury, and the profit is used for the advancement of the company in order to fulfil our vision.

In accordance with section 78(4) of the Act, SPCEF has been registered as an independent Approved Authority since 1 January 2014 (the date since the Act commenced) for the purpose of distributing funding according to the Schooling Resource Standard (SRS).

The Central Office provides a range of services to the regulated and ancillary (in regard to the Education Act 1990 (NSW)) entities which include but are not limited to those set out in Appendix 2.

When determining the relevant distribution of funding to each of the SPCEF Registered Schools, the ASA considers the individual needs of students and each school in a fair and consistent manner with a view to delivering the highest possible quality of education for each student enrolled at a SPCEF Registered School.

The total Federal Amount per Student received is distributed to each SPCEF Registered School, less an amount which is deducted to fund the SPCEF's Central Office activities in relation to the operation of the SPCEF Registered Schools (Central Office Allocation).

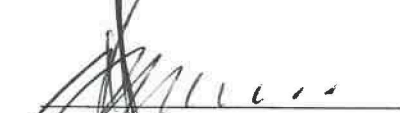
This deduction is determined annually by the SPCEF board of directors during the Budgeting and Master Service Charter review process or as required to meet the educational needs of our students according to the resourcing requirements of the SPCC Registered Schools and the Central Office, which is a combination of a levy towards the Central Office costs, plus recharges that relate directly to products and services consumed by the school (for example Computer Device Purchases, Software licences etc)

- All transactions, recharges and allocations must be:
 - At reasonable Market Value
 - Required for the entity's operations
 - Supported by appropriate documentation to foster collaboration, transparency and consistent application of policies and procedures.
- Assurance and Continuous Compliance:
 - Central Office must regularly assess the NBFA, Central Office Allocation, and shared services for efficiency, market-value alignment, and compliance.
 - Service delivery models must be reviewed to ensure that they continue to promote safe, high quality, compliant operations across all SPCEF entities.
 - Governance and audit mechanisms must be maintained to demonstrate compliance across all legislative frameworks referenced in this section.

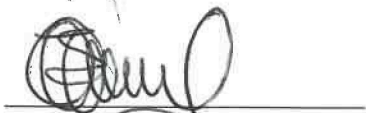
Signed by:



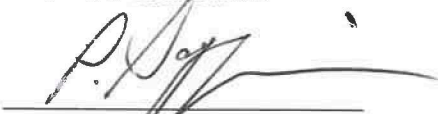
Leslie Holland
Chair Board of Directors



Graeme Irwin
Chief Executive Officer



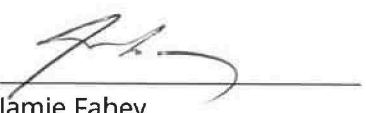
Jacques Cronje
Chief Financial Officer



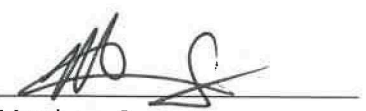
Peter Saggan
Chief Operations Officer



Martin Telfer
Executive Principal K-12 Education



Jamie Fahey
Principal, SPCC Waratah



Matthew Connett
Principal, SPCC Cessnock



Cameron Johnston
Principal, SPCC Gosford



Michelle Cairelli
Executive Principal Tailored Education



Peter Muddle
Principal, SPCC Snowy Mountains



Paul Wellham
Head of Saints Academy



Amanda McInnes
Director, Young Parents



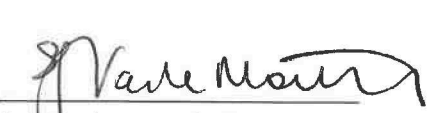
Alison Warran
Principal, SPCC DLC



Lea Rule
Executive Principal Early & Extended
Education



Nicole Denzin
Principal Narnia Early Learning Centres



Samantha Van de Mortel
Executive Principal Tertiary Education



Carlie Boyle
Director Teaching School

APPENDIX 1 DEFINITIONS

Defined terms

Board of Directors	The Directors of the Company, appointed pursuant to the <i>Corporations Act 2001 (Cth)</i> .
Entities	The regulated and ancillary operations of the Company, as set out in section 4.
Company	St Philip's Christian Education Foundation Ltd.
Central Office	The Executive Management and central services functions of the Company.
Gross Income	Means the Income prior to any deduction for discounts or allowances, however described, applied to the Income, less an allowance for discounts and bad debts, actual or provided, of 15% of the Gross Tuition Fees.
Gross Tuition Fees	Means the tuition fees levied for the education of students, excluding camp, resource, technology or other levies, prior to the application of any allowance or discount.
Income	Means all revenue and other financial benefits accruing to the school, in the course of its operations, including but not limited to all State and Commonwealth financial assistance paid to the school, all school fees, levies and parental contributions paid to the school and all donations and other payments made to the school for any purpose, but excludes trading income associated with the operation of other facilities, including but not limited to school canteens, cafes and theatres
Reasonable Market Value	Means the price that a knowledgeable and willing third party would pay for property, goods or service in an arm's length transaction from a willing seller.
Related Entity	<p>Means a person or legal entity that is related to a proprietor or school either as a result of office, membership, management, control or influence or a personal/familial relationship and includes but is not limited to:</p> <p><i>(a) a person or close member of that person's family is a related entity if that person:</i></p> <p><i>(i) has control or joint control over the proprietor or school;</i></p> <p><i>(ii) has significant influence over the proprietor or school;</i></p> <p><i>(iii) is a member of the key management personnel of the proprietor or school.</i></p> <p><i>(b) an entity is a related entity to a proprietor or school if any of the following conditions apply:</i></p>

- (i) the entity and the proprietor or school are members of the same group;*
- (ii) the entity is an associate or joint venture of the proprietor or school.*
- (iii) the entity and the proprietor or school are joint ventures of the same third party;*
- (iv) the entity is a joint venture of a third entity and the proprietor or school is an associate of the third entity;*
- (v) the entity is controlled or jointly controlled by a person identified in (a);*
- (vi) a person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or parent of the entity);*
- (vii) the entity, or any other member of a group of which it is a part, provides key management personnel services to the proprietor or school or to the parent of the proprietor or school.*
- (c) an employee of the proprietor, school or any entity identified in (b).*

Responsible Person	Means a responsible person within the meaning of section 3 of the <i>Education Act 1990 (NSW)</i> and NESA registration requirements for non-government schools.
Regulated & Unregulated	Schools Regulated by the <i>Education Act 1990 (NSW)</i> & Unregulated Schools not subject to the <i>Education Act 1990 (NSW)</i> .
School Governing Body	Means any body or bodies responsible for making decisions that affect the whole, or a substantial part, of a school's operations. Schools may be required to substantiate that individual persons are or are not members of the school's governing body or bodies if requested to do so.
Service Levy	The amount charged by the Central Office to the Entities pursuant to this Agreement, as determined pursuant to section 5.

APPENDIX 2 INDICATIVE SERVICES PROVIDED BY THE CENTRAL OFFICE

We have developed a strong and skilled Central Office team to provide specialist support to our schools and centres. This enables them to have a greater focus on teaching and learning and thus provide our children and young people with better outcomes.

Contents:

1. Governance Secretariat
2. Office of the CEO
3. Senior Executive Team (SET) – Strategic Leadership
4. Commercial Division Services
5. Operations Division Services
6. Tertiary & Teaching School

1. CENTRAL OFFICE GOVERNANCE SECRETARIAT:

The Central Office organises governance meetings, papers, minutes, reports, communications, registers and functions. We work with our Members, Board of Directors and Board Sub-Committees for the benefit of the group and provide advice and support. Members of the team attend all Directors and Sub-Committee meetings between them and provide advice and guidance on Responsible Persons obligations and procedural matters. We ensure that the processes and procedures of governance are administered efficiently enabling the Board of Directors to focus on strategic matters.

MEET THE TEAM:

Graeme Irwin - CEO

Graeme Evans – Deputy CEO

Jacques Cronje – CFO

Peter Saggin – COO

Garry Paget – Company Secretary

Rachel Hall – Executive Assistant

Lauren Walker – Executive Assistant

Services:

- Board paper review and presentation to the Board
- Board approval process for Board paper items
- Provide advice to the Board and Sub-Committees
- Organise Board meetings, papers, minutes, reports, communications, registers, functions etc.
- Oversee Directors' and senior leadership responsible persons training requirements
- Maintenance of registers for Responsible Persons
- Provision of the required training for Responsible Persons
- Termly review of operations with Finance & Resource meetings
- Overseas travel approvals, documentation and Risk Management in accordance with our ACNC and 83C requirements
- Establishing and fostering overseas partnerships to assist in achieving school learning outcomes.

2. OFFICE OF THE CEO

Responsible for execution and coordination of the Office of the CEO Strategic Response Plan, which focuses on external initiatives such as strategic partnerships, entity multiplication and expansion initiatives and external influence and advocacy. The Office ensures these initiatives align with Group Strategy and complement divisional and entity priorities.

MEET THE TEAM:

Graeme Irwin - CEO

Rachel Hall – Executive Assistant

Hannah Wellham – Director Comms & Marketing

Andrew Youd – Director of Partnerships & Growth

Services:

- Monitoring workforce strategy, talent and culture
- External relationships, partnership and public benefit
- Spiritual leadership, discernment and long-term missional clarity
- Strategic leadership and organisational development
- Governance support and Board liaison
- Educational quality, school improvement, performance monitoring
- Securing organisational sustainability
- Long-term resource planning and robust risk management

3. SENIOR EXECUTIVE TEAM (SET) – STRATEGIC LEADERSHIP:

The Senior Executive Team (SET) is the organisation's highest internal governance forum, established by the Chief Executive Officer (CEO) to steward whole-organisation decision-making, strategic alignment and operational oversight.

SET ensures that organisational priorities reflect a unified, Christ-centred vision and that governance standards are upheld across all divisions and entities. It functions as a collective leadership team, providing strategic and organisational resilience, mutual accountability and organisational alignment. SET is the sole governance forum for cross-functional decision-making.

MEET THE TEAM:

Graeme Irwin - CEO

Graeme Evans – Deputy CEO

Jacques Cronje – CFO

Peter Saggin – COO

Michelle Cairelli – Executive Principal, Tailored Education

Martin Telfer – Executive Principal, K-12

Lea Rule – Executive Principal, Early Learning and Saints

Samantha Van de Mortel – Executive Principal, Tertiary

Services:

Supports the CEO to:

- Develop, monitor and refine the Group Strategy, with particular emphasis on internal measures and actions across its five strategic indexes:
 - Educational Excellence
 - Stewardship Excellence
 - Thriving Staff
 - Advancement & Development
 - Community Transformation
- Provide executive collaborative leadership across the organisation, ensuring alignment between the Corporate Services Divisions and the Educational Services Divisions toward the common Mission and Vision.
- Exercise whole-organisation responsibility, decision-making and accountability, advancing cross-functional collaboration, integration and operational effectiveness.
- Provide an integrated view of organisational performance, risk and resource allocation.
- Ensure governance discipline: decision clarity, documentation and transparent reporting.
- Protect and cultivate the organisation's values, culture and Christian identity, promoting Christ-centred leadership and thriving staff.

Role	Primary Focus	Governance Contribution
CEO	Vision, leadership, Board interface	Chairs the SET, leads the organisation's vision, strategy and culture, and ensures alignment across all divisions.
DCEO	Integration of cross-divisional execution	Provides senior leadership mentoring and leads stakeholder engagement initiatives, including Q12 staff engagement and parent, student and staff surveys. The incumbent is retiring at the end of 2026, with responsibilities transitioning to the COO and Executive Principal K-12 during 2026.
CFO	Strategic and Commercial Leadership. Drives (and provides strategic oversight for) strategic commercial and governance initiatives.	Oversees financial strategy, budgeting, compliance and long-term financial sustainability. Leads Enterprise Risk and Governance, Technology and Innovation, Legal, Policy & Compliance and Fundraising.

COO	Provides Strategic and Operational Leadership. Drives strategic growth initiatives and cross campus operational excellence	Leads operational systems, infrastructure, HR, Comms and Marketing and enterprise-wide efficiency. Will assume stakeholder engagement responsibilities from the Deputy CEO in 2026.
Executive Principal – Early Learning & Saints	Provides Strategic and Educational Leadership	Leads the early childhood education and out-of-school hours care programs, ensuring quality, compliance and innovation.
Executive Principal – K-12 Schools	Provides Strategic and Educational Leadership	Provides strategic and educational leadership across all K-12 campuses. Will also take on aspects of stakeholder engagement transitioning from the Deputy CEO.
Executive Principal – Tailored Education	Provides Strategic and Educational Leadership	Oversees specialised and inclusive education programs, ensuring personalised learning pathways and support for diverse learners.
Executive Principal – Tertiary Education	Provides Strategic and Educational Leadership	Leads tertiary programs and teacher training initiatives, fostering excellence in adult education and professional development.

4. COMMERCIAL DIVISION SERVICES:

Our Central Office Commercial Team provides comprehensive support to our schools and centres, in the areas Finance & reporting, Enterprise Risk and Governance, Procurement, Technology and Innovation, Legal, Policy & Compliance and Fundraising. They work closely with responsible staff within our entities to ensure we maximise the group's resources available for teaching priorities and student experiences, whilst maintaining strict compliance with statutory and best practice regulatory guidance. The Team provides regular analysis and performance reporting to individual schools and entities and to the Board of Directors. The team provides governance oversight in the outworking of the risk appetite statement on behalf of the Board.

MEET THE TEAM:

Jacques Cronje - CFO

Kyle Taylor – Director of Finance

Hayden Shaw – Director of Technology

Kelvin Shen – Risk and Compliance Manager

James Thompson – Fundraising & Community Relations

Skye Morrison – Policy Development

Lauren Walker – Executive Assistant

4.1 Financial Services:

- Oversight of financial systems across the organisation
- Provide executive level advice and direction on financial matters
- Oversight of Section 83C compliance and culture in all entities
- Financial Accounting services:
 - Accounts Payable
 - Accounts Receivable & Billing
 - Month-end, Year-end, Audits, Statutory accounts
 - FBT, GST, BAS and other Financial compliance and reporting
- Treasury services:
 - Central Treasury and Cash Management
 - Intercompany and transfer pricing
 - Grants & Needs Based Funding distribution
 - Capital Project funding & BGA application support
 - Foundation Trust and PBI Funding distribution
- Financial Planning & Analyses
 - Oversee Organisational financial planning & analyses
 - Strategic budgeting and budget approvals
 - Financial reporting and forecasting
 - Cashflow management and forecasting
 - Management Accounting and Data Analytics
 - Financial Questionnaires & School Data submission to State & Federal Government
 - Federal and State Recurrent Grant acquittals
- Corporate Services:
 - Banking, Credit Card and Loan agreements and facilities
 - Corporate and Student Insurance and brokerage alliance
 - Workers Compensation claims and brokerage alliance
 - Fleet & vehicle program and salary packaging
 - Emergency Management coordination
 - Uniform shop services
 - Oversight and facilitation of Inter-entity MOUs between schools and other entities
- Centralised payroll
- Group Procurement of Capital and Operational products and services (including Utilities) to attract economies of scale discounts and to increase organisational value

4.2 Risk & Compliance and Legal Management:

Risk is inherent in everything schools and centres do to deliver high quality services. Risk management is an essential part of governance and leadership and an integral part of business planning and decision-making. The central office team supports all schools and centres within the group to ensure that risk management and compliance requirements are monitored and met across the group. As a result, the likelihood and impact of risks are reduced and actual or potential problems that may emerge can be best identified, managed and resolved in the normal course of operations and in the best interests of all stakeholders.

- The provision of a Strategic Risk Management framework within which all schools and entities operate
- The provision of a Risk Register, including the creation of actions to minimise the impact of identified risks, with clearly defined leadership and management accountabilities and responsibilities
- The provision of a Compliance Calendar for the group similarly with clearly defined leadership and management accountabilities and responsibilities
- WHS System management, including maintenance of evidence
- Reporting to Board on accident / incident / critical incidents
- Policy Development and Policy Management
- Provision of an annual internal control review of each school and centre to identify, assess, and monitor key risks. This process evaluates the likelihood and potential impact of risks and recommends actions or adjustments as needed to support a safe, well governed learning environment.
- Provision of external investigations and audits on focussed areas within the entities
- Legal and contract management, and litigation & dispute resolution management
- Group-wide emergency and critical incident management, including framework, response, evidence and reporting.
- Provision of consistent group policy statements and policy management
- Development and maintenance of risk and compliance policies, procedures and other resources
- Central administration and management of risk register and risk management software
- Providing risk & compliance updates and alerts by staying informed of the latest Federal, State and local laws and regulations applicable to schools
- The provision of a risk perspective in board committees and to schools where required
- Review of board papers from a risk perspective
- Assist schools and attend NESA registrations
- Management of annual Modern Slavery Statement and surrounding program
- Oversight of Ethical Accreditation process
- Oversight of Critical Incident Management Plan (CIMP)

4.3 ICT Services:

Information and Communication Technology (ICT) is a critical, centrally governed function that enables high-quality education, enhanced student outcomes, operational resilience, and regulatory compliance. The ICT Services Department delivers secure, reliable, scalable, and cost-effective technology services across all schools and entities, ensuring consistency, efficiency, and alignment with organisational strategy.

ICT Services holds enterprise accountability for technology governance, cyber security, data privacy, information management, and organisation-wide privacy compliance, including data breach reporting, cyber incident response, and ICT risk management. Through centralised governance and service delivery, ICT Services enables schools and entities to focus on delivering excellent educational outcomes within a secure, future ready digital environment.

The ICT Services Department provides, the following services across the organisation:

- **ICT Governance**
 - Organisation-wide ICT governance, standards, policies, and procedures
 - ICT risk management aligned to enterprise risk frameworks
 - Assist with Technology strategy, roadmap development, and lifecycle planning
 - Oversight of ICT compliance, audit readiness, and regulatory obligations
- **Cyber Security, Privacy, and Information Management**
 - Enterprise cyber security, controls, and monitoring
 - Threat detection, vulnerability management, and regular risk assessments
 - Cyber incident response planning, coordination, and reporting
 - Ownership of data breach management and regulatory notification processes
 - Organisation-wide data privacy governance and compliance
 - Information management frameworks, including data classification, retention, and protection
- **Infrastructure, Networks, and Connectivity**
 - Management of enterprise infrastructure, servers, and co-location environments
 - Private network, wide area network, and internet connectivity services
 - Design, implementation, and management of structured data cabling
 - High availability, resilience, and performance management of core systems
- **Telephony, Communications, and Collaboration Systems**
 - Management and administration of telephony platforms and services
 - Unified communications and collaboration systems
- **Physical Security and Surveillance Systems**
 - Oversight and management of CCTV platforms and associated infrastructure
 - Governance and enforcement of the surveillance policy and privacy compliance
 - Management of physical site security systems and supporting technology platforms
- **End-User Computing and General ICT Support**
 - Provision of general ICT support services for staff and students

- Incident, request, and escalation management aligned to ITIL practices
- Management of the 1:1 device program for staff and students
- Endpoint provisioning, configuration, patching, and lifecycle management
- **Audio-Visual (AV) and Learning Technologies**
 - Management and support of classroom and campus AV systems (excluding professional AV production services)
 - Support for interactive displays, presentation systems, and learning spaces
- **Applications, Data, and Digital Platforms**
 - Software procurement, licensing, and vendor management
 - Cloud platform management and optimisation
 - Development and management of data warehousing solutions
 - Design and delivery of reporting, analytics, and decision-support tools
 - Application administration, integration, and approved bespoke development
- **AI Strategy, Data Innovation, and Emerging Technologies**
 - Development, governance, and delivery of the organisation's AI roadmap
 - Responsible and ethical adoption of AI and emerging technologies
 - AI-enabled innovation supporting learning, operations, and decision-making
 - Alignment of AI initiatives with privacy, security, and governance requirements
- **Procurement, Commercial Management, and Assets of ICT**
 - Management of ICT procurement and negotiation of group-wide ICT contracts
 - ICT Vendor performance management and contract compliance
 - ICT asset lifecycle management, including acquisition, refresh, and disposal
 - Optimisation of group purchasing to achieve economies of scale and value for money
- **Service Management and Continuous Improvement**
 - Alignment with ITIL service management best practices
 - Change, problem, and configuration management
 - Continuous service improvement and performance monitoring

4.4 Fundraising Services

The team leads the centralisation and professionalisation of SPCE's fundraising and community engagement functions. This role oversees the Regional Fundraising committees, strategic donor cultivation, event-based engagement, fundraising campaigns and key partnerships that support SPCE's long-term vision.

- Foundation trust and Regulatory Governance Compliance
- Fundraising and Donor Management
- Community Engagement
- Non-Recurrent Grants & funding
- Leadership of the Regional Fundraising Committees and fundraising application process
- Fundraising approvals
- Alumni relationship support

5. OPERATIONS DIVISION SERVICES:

The Operations Division provides Strategic and Operational Leadership. Drives strategic growth initiatives and cross campus operational excellence. They work closely with responsible staff within our entities to ensure we maximise the group's resources available for teaching priorities and student experiences, whilst driving operational excellence to our students and community.

Operations division includes operational systems, infrastructure, HR, Comms and Marketing, Growth and Business Development and enterprise-wide efficiency.

MEET THE TEAM:

Peter Saggin – COO

Virginia McMurray – Director of People and Culture

David Price – Director of Infrastructure and Development

Andrew Youd – Director of Partnerships & Growth

Hannah Wellham – Director of Comms & Marketing

5.1 HR Services

The Central HR Team has a wide remit that covers all areas of HR and employment law, including:

- Short term and complex employee relations cases
- Employment law advice
- Policies and procedures
- Employee wellbeing agenda
- New staff onboarding, inductions and contracts

Working closely with Entities, our HR Team are on hand to provide support and advice as and when required. They are focussed on ensuring the best possible outcomes for all stakeholders, as well as enhancing our reputation as an employer of choice.

Services:

- Multi-Enterprise Agreement interpretation and advice
- Employment template letters of appointment
- Senior Executive performance reviews and salary benchmarking
- Mandatory staff training including:
 - Child Protection
 - Code of Conduct
 - Respect@Work training (Child Protection)
 - Maintenance of staff training records
- Child Protection
 - Child Protection investigations by Ombudsman-trained Central Office staff
 - Communication with Office of the Children's Guardian (OCG) regarding child protection and WWCC matters
- Conflict Resolution
- Bullying & Harassment investigation
- Advice & support on staff termination/separation agreements
- Serious misconduct investigations

- Review, write and implement organisation-wide HR policies
- Presentation regarding salary increases for non-Agreement staff to the Board
- Australian Bureau of Statistics (quarterly) reporting
- Regular HR reporting to the Board of Directors and their committees
- Employee Assistance Program (EAP) management and oversight
- Work Gender Equity report compilation submission and feedback as required
- Development of strategic HRM Plan (including workforce management planning)
- Leadership Development through the LEAD Committee
- Leave Share Scheme administration
- Workers Compensation case management support
- Staff Service Awards
- Administration of the MyPeople (ELMO) System
- Centralised mandatory training through the MyPeople System
- Centralised Recruitment (being implemented)

5.2 Infrastructure and Development:

All schools within the group have their own Property Manager/Operations Manager who works closely with the Principal and Central Office on the day-to-day security, maintenance and management of the school site.

The Central Office Infrastructure and Development team supports the schools and entities with strategic oversight and project delivery for major and minor building projects and major maintenance works.

Services:

- Reports to the PCG (Project Control Group) fortnightly and to the Board's Building Committee and Board of Director's each term.
- Oversee capital works, building services advice, facilities master planning, BGA applications etc.
- Oversees maintenance programs in schools and centres and contributes to the training of property and grounds staff
- On-site and by phone support for building and property matters.
- Advises the CEO and the Board on strategic property and capital development matters
- Property/condition funding strategy
- Guidance on strategic services for repair and maintenance
- Assistance with recruitment for property and grounds staff
- Monitoring of the condition of assets and strategic asset management
- Assistance in the event of plant/building failure
- Assistance with Budget planning and Risk Assessment for major projects
- Business Case evaluation
- Comprehensive management of building projects
- Minor project governance and management
- Capital project administration services
- High-level project conception and planning advice and building management services
- Liaison with funding providers
- Engagement of project managers, consultants and contractors

- In-house architectural advice and project oversight
- Oversees handover and user training on major building projects
- Evaluates the success of major projects against the Architects brief

5.3 Communications, Marketing & Events

Our team works with schools and entities across the group to develop professional and coherent brand guidelines, to deliver effective communication to a range of stakeholders and to provide high-level marketing services. Services also include social media management, website content, digital marketing, external communications, stakeholder engagement, event management, graphic design and crisis communications.

The Marketing and Communications team is central to business success. The team aims to build awareness of our brand, ensure the authentic representation of our group across all external channels, providing a positive customer journey, promote engagement within the community and facilitate fundraising opportunities.

Services:

The management of group marketing, communications and branding encompasses several critical responsibilities. Firstly, it involves strategic internal stakeholder communications and engagement, ensuring that all internal parties are well-informed and aligned with the group's goals. Similarly, strategic external stakeholder communications and engagement are essential for maintaining strong relationships with external partners and audiences.

A key component of this role is the monitoring of the external brand's visual expression and communications, ensuring consistency and alignment with the group's image. This also includes the creation of a comprehensive brand guide and high-level brand templates to standardise branding efforts across all channels.

Additionally, managing the group's website is crucial for maintaining an effective online presence. This responsibility extends to the management of the group prospectus and various group publications, ensuring that all materials reflect the group's vision and mission, branding and messaging accurately.

Oversight of group-wide marketing initiatives is another important aspect, particularly for the launches of new schools. Coordination of group-wide events, such as the Staff Conference, falls within the responsibility of this team, ensuring these events are well-organised and effective in meeting their objectives.

Providing marketing and communications management and support for entities including Teaching School, Narnia and Saints Academy and Gilibaa is also critical. This support includes graphic design, social media management, website oversight, marketing and communications strategy and public relations.

Implementing the Alumni strategy across the group, including the use of Alumni software like ToucanTech, is another significant responsibility. Developing and maintaining a family-focused customer journey model across the group, with oversight of software implementation such as Funnel CRM, ensures a cohesive and positive experience for customers.

5.4 Partnerships and Growth

The Team is responsible for identifying, cultivating and managing strategic relationships that enhance the organisation's reach, reputation and resources. It also leads innovation and expansion efforts, including acquisitions, new site development and market analysis

Services:

- Strategic partnerships & Relationship management
- Research & Development,
- Growth & Expansion and New school projects
- Advocacy

6. Tertiary & Teaching School Services

The St Philip's Teaching School delivers a uniquely better teacher training program with a Christ-focused approach, fostering innovation and practical experience. From *day one of their degree*, trainees are immersed in a classroom environment guided by a dedicated mentor teacher who provides care and supervision. This first-hand experience allows trainees to seamlessly integrate into the rhythm of a school year within our supportive educational community.

In collaboration with Christian tertiary providers, our Teaching School extends a comprehensive selection of accredited courses, including the Bachelor of Education (Early Childhood, Primary and Secondary) and the Master of Teaching (Primary or Secondary), all grounded in a biblical worldview. Furthermore, we offer individualised pathways for those seeking entry into the teaching profession through our Teaching School.

Samantha Van de Mortel – Executive Principal, Tertiary

Carlie Boyle – Director - Teaching School

Nikki Bright – Lead Specialist – Business & Development

Darlene Eriau – Lead Specialist – Student Services / Curriculum & Coaching

Elizabeth Hutchinson – Lead Specialist – Research & Development

Matt Stackhouse – Spiritual Formation, Curriculum & Coaching

Cassie Van Vorst – Executive Assistant

Services:

- Providing access to a reliable source of high quality and motivated teachers
- Improving teaching standards and educational outcomes in the wider community and reduced attrition
- Professional learning of mentors, teachers and staff
- Supporting schools with high value trainee teachers
- Lowering staff turnover and recruitment costs by providing strategic recruitment services
- Supporting schools in increasing staff culture and minimizing HR risks
- Maximizing ROI of teacher training and professional development for future sustainability
- Establishing intergenerational sustainability within the educational community of the school and its families, in fulfilling whole of life education
- Distributing research and innovation to the school community by bridging the gap between the school and Tertiary
- Consultancy Service

APPENDIX 3 INTER-ENTITY AGREEMENT TABLE AND INDICATIVE SCHEDULE OF RATES

Inter-Entity Facilities Agreement Schedule

	Host	Building Rental / Loan	Land Rental	Outgoings	Maintenance Projects
Central Office	Waratah				
Dynamic Learning Cessnock	Cessnock				
Dynamic Learning Gosford	Gosford				
Dynamic Learning Port Stephens	Port Stephens				
Dynamic Learning Waratah	Waratah				
Gilibaa	Port Stephens				
Narnia Cessnock	Cessnock	Prep		Prep	
Narnia Gosford	Gosford	Prep		Prep	
Narnia Port Stephens	Port Stephens	Prep		Prep	
Narnia Waratah	Waratah				
Narnia YP Waratah	Young Parents Waratah				
Narnia YP Wyong	Young Parents Wyong				
Saints Academy Cessnock	Cessnock				
Saints Academy Gosford	Gosford				
Saints Academy Port Stephens	Port Stephens				
Saints Academy Waratah	Waratah				
Teaching School	Central Office				
Young Parents Waratah	Dynamic Learning Waratah				
Young Parents Wyong		HKG		HKG	

Shaded areas not applicable to agreement schedule

Building Rental	\$180/m2/annum
Land Rental	\$5,000/year
Outgoings	Based on % of enrolments
Maintenance to be performed	\$50/hr - host staff

Narnia Rental is based upon licenced places (not land area)
Current rate (2026) is \$182 plus CPI per place per month
Narnia utilities/outgoings is at a rate of \$19.80/place per month

*Inter-Entity Teacher and Classroom labour recharges to be confirmed subsequent further consultation and review

APPENDIX 4 TABLE OF INTER-ENTITY AGREEMENTS ATTACHED AS SUPPORTING DOCUMENTATION



Documents > General > Inter-entity MOUs > Inter-entity MOUs

	Name ▾		Modified ⓘ ▾	Modified By ▾	+ Add column
	Cessnock Signed Copies		January 12	Brian Weld	
	Gosford Signed	⋮	January 12	Brian Weld	
	Narnia & Saints Working Copies and past ...		January 12	Brian Weld	
	Narnia Signed Copies		March 16, 2024	Kerne Smith	
	Port Stephens Signed		January 12	Brian Weld	
	Saints Academy Signed Copies		January 12	Brian Weld	
	Waratah Signed		January 12	Brian Weld	
	Young Parents Signed		January 12	Brian Weld	
	Central Office MOU with SPCC Waratah 20...		January 12	Brian Weld	
	MOU - SPCC Cessnock Narnia Cessnock 20...		February 14, 2024	Brian Weld	
	MOU - SPCC Gosford Narnia Gosford 2023...		February 14, 2024	Brian Weld	
	Narnia MOU Port Stephens 2023 - Central....		February 14, 2024	Brian Weld	
	Narnia MOU Waratah 2023 - Central.pdf		February 14, 2024	Brian Weld	
	Narnia MOU with SPCE Central Office 2024...		February 14, 2024	Brian Weld	
	Operational Services Agreement between ...		Tuesday at 4:36 PM	Brian Weld	