



2023

ANNUAL SCHOOL REPORT



Our Lady Help of Christians Catholic Primary School

7 Trebor Road, PENNANT HILLS 2120

Principal: Ms Dominique O'Sullivan

Web: www.olhcdbb.catholic.edu.au

About this report

Our Lady Help of Christians Catholic Primary School (the 'School') is registered by the NSW Education Standards Authority (NESA) and managed by Catholic Schools Broken Bay (CSBB). CSBB as the 'approved authority' for the diocesan registration system formed under Section 39 of the NSW Education Act (1990), is responsible for monitoring the compliance of member schools in the manner that has been approved by the Minister of Education.

The Annual School Report (the 'Report') demonstrates accountability to regulatory bodies and CSBB. Additionally, the Report complements and is supplementary to other forms of regular communication to the School community regarding initiatives, activities and programs which support the learning and wellbeing of its students.

The Report provides parents and the wider community with fair, reliable and objective information about educational and financial performance measures as well as School and system policies. This information includes summary contextual data, an overview of student performance in state and national assessments, a description of the achievement of priorities in the previous year and areas for improvement. Detailed information about the School's improvement journey is documented at local school level and is developed, implemented and evaluated in consultation with key stakeholders.

Further information about the contents of this Report may be obtained by contacting the School directly or by visiting the School's website. Information can also be obtained from the [My School website](#).

Message from key groups in our community

Principal's Message

This annual report for Our Lady Help of Christians' Catholic Primary School celebrates the 2023 initiatives of the school community.

Our committed staff continued to provide a quality learning environment, fostering academic growth and excellence whilst responding to individual student needs through differentiated learning experiences. As always, we worked in close partnership with our parent and parish community to provide a faith-filled environment supported by a strong pastoral care programme.

The purpose of this Annual School Report is to share with the wider community the profile of the school, curriculum initiatives, student performance, school improvement and community satisfaction. Parents, teachers and students have focused on the implementation of the School Improvement Plan (SIP) through a great variety of initiatives which are outlined in this report.

Parent Body Message

The School Advisory Team, Class Parents and Dads in the Classrooms groups, have worked to encourage engagement of our parent body in supporting the common goal - the quality of education for children in our school. Parental engagement in learning and education involves families and schools working in partnership to build connections between the most important environments in which young people learn. Parental engagement also involves commitment on the part of schools to valuing and engaging in that partnership with parents and recognising the significant role families play in the education of their children.

The commitment of our parents was evident in their continued support of the school moving temporarily offsite from 2021 - 2023 for the building of our new school as part of our parish building project. There is a sense of continued focus in working with the school to improve standards amidst managing the logistics of our everyday routines. All of these parental groups have worked to build very positive relationships, an especially welcoming school environment, parental engagement in learning and wellbeing and have supported the strategic goals of the school and parish community.

Student Body Message

In 2023 the students of Our Lady Help of Christian's School participated in a range of enrichment activities. They appreciated the many valued opportunities including:

- Robotics - SpheroBOLT, 3D printer, Lego ev3
- 3D printing
- Annual Public Speaking Competition
- Chess Club
- Reading Eggs / Mathletics
- ICAS / Maths Olympiad
- School swimming carnival
- Dance Fever / taekwondo / soccer
- Social justice initiatives including Project Compassion Caritas, St Vincent de Paul
- Hamper Appeal and Socktober
- Band and instrumental programme
- PATCH Social Skills Lunch Club
- Dads in the Classroom

This was the students' second year offsite at our temporary location at Pennant Hills. At the end of the second year, all the students' agreed that one of their favourite aspects with being offsite was still catching the bus each day from Epping. They are enjoying the social aspect of the bus trip - spending time with their friends and it is like an excursion every day.

School Features

Our Lady Help of Christians Catholic School is part of the Parish of Epping and Carlingford located in the Broken Bay Diocese, on Sydney's North Shore, in the centre of the shopping area of Epping. The new school will be a two-minute walk from Epping railway station and located on the parish grounds with the Catholic Church. With a main entrance from Oxford Street, the school will also be accessed from Cambridge Street as both a pedestrian and from the underground carpark.

The school was founded by the Parramatta Sisters of Mercy in 1908. Under the protection and patronage of Mary, Help of Christians, we value an ongoing partnership with parents in providing opportunities for students to excel within a stimulating Catholic school environment.

The school caters for boys and girls from Kindergarten to Year 6. Students are traditionally drawn mainly from Epping, North Epping, Carlingford, Cheltenham, Beecroft, Eastwood, Marsfield and increasingly the outer suburbs surrounding these. Parents who commute to Macquarie Park for work also select OLHC for ease of access to a faith-based school. The school enjoys a positive profile in the local community and is proud of its reputation for excellence in teaching, learning and pastoral care.

In 2023, approximately 100 students drawn from a range of cultural backgrounds attended the school. Five class teachers and three specialist teachers supported the learning.

The school competes each year in a range of Diocesan sporting events such as swimming carnivals, athletics days, netball gala days, rugby gala days and cross-country events. Swimming lessons are conducted at the Ryde Aquatic Centre for Kindergarten to Year 4 students. Years 5 and 6 students participate in surf education lessons as well as specialist sailing, paddleboarding and kayaking lessons at Balmoral.

A musical soiree is conducted each year to encourage the musical talents of children at the school. The school choir performs at this event along with any students who have successfully auditioned. This always includes a number of our children who take up the option of instrumental tuition provided through our Band Programme. Each year the OLHC Choir participate in the local eisteddfod. In 2023 we again won 1st place in the Small School Choral primary section of the Ryde Eisteddfod.

Children have the opportunity to participate in a range of other enrichment activities such as:

- Robotics and Coding - including Lego ev3, Spherobolts
- Maths Olympiad competition for Year 4, Year 5 and Year 6
- ICAS Mathematics, Science and English for Years 3-6
- Chess club for Kindergarten to Year 6
- Year 5 Epping Rotary Debating Competition

- K-6 Annual Public Speaking Competition
- PATCH social skills Lunch Club - a wellbeing and social skills programme for selected cohorts, small groups and individuals
- Broken Bay Religious Creative Arts Competition
- Catholic Schools Broken Bay Christmas Card Competition
- Year 6 Mission Mass

Student Profile

Student Enrolment

Students attending the School come from a variety of backgrounds and nationalities. The following information describes the student profile for 2023. Additional information can be found on the [My School website](#).

Girls	Boys	LBOTE*	Total Students
42	56	74	98

* Language Background Other than English

Enrolment Policy

The [Enrolment Principles](#) temporarily supersede The Enrolment Policy for Diocesan Systemic Schools (2013) and are being followed by the School for enrolments for 2024. As inclusive and evangelising communities, we welcome every family who would like a Catholic education for their children. Catholic Schools Broken Bay (CSBB) strives to respond to the needs of all students, within the constraints of our available resources. We believe all students should have access to our schools which offer educational opportunities that nurture the Catholic faith, expand life choices, cater for the disadvantaged, and challenge all students to reach their full potential. Our schools are explicitly evangelical, catechetical and address (with the support of our parishes and agencies), the faith formation of our school communities. Copies of these principles and other policies in this Report may be obtained from the [CSBB website](#) or by contacting CSBB.

Student Attendance Rates

The average student attendance rate for the School in 2023 was 92.36%. Attendance rates disaggregated by Year group are shown in the following table.

Attendance rates by Year group						
Kindergarten	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
91.40	91.10	92.00	95.30	91.80	93.60	91.30

Managing Student Non-Attendance

In order for students to reach their full potential it is of paramount importance that they attend school regularly. While it is the parents' legal responsibility under the NSW Education Act (1990) to ensure that their children attend school regularly, our staff as part of their duty of care, monitor all absences and work in partnership with parents to support and promote the regular attendance of students. In doing so, the School, under the leadership of the principal:

- provides a caring environment which fosters a sense of wellbeing and belonging in students
- maintains accurate records of student attendance
- implements policies and procedures to monitor student attendance and to address non-attendance issues as and when they arise
- communicates to parents and students, the School's expectations with regard to student attendance and the consequences of not meeting these expectations
- recognises and rewards excellent and improved student attendance.

School attendance records also contain information regarding student absences including reasons for absence and documentation to substantiate reasons for absences. Teachers are required to monitor non-attendance diligently on a student by student basis and to bring to the attention of the Principal immediately any unexplained absences, non-attendance of a chronic nature, or reasons for non-attendance that cause concern. Matters of concern are referred to the Principal, CSBB and the relevant Department of Education officer where appropriate.

Where a student is not able to attend school for a prolonged period of time due to a medical condition or illness, the School in collaboration with parents, provides resources to contribute to the student's continuum of learning where possible. CSBB monitors each School's compliance with student attendance and management of non-attendance as part of the system's Quality Assurance and Improvement processes. The School's attendance monitoring procedures are based on the Procedures for the Management of Student Attendance in the Broken Bay Diocesan Schools System.

Staffing Profile

Staffing Profile

The following information describes the staffing profile for 2023:

Total number of staff	10
Number of full time teaching staff	6
Number of part time teaching staff	4
Number of non-teaching staff	1

Total number of teaching staff by NESA category

All teachers employed by the School are qualified to teach in NSW. Additionally, all teachers at this School who are responsible for delivering the curriculum are accredited with NESA and hold a Working with Children Check.

Teachers at this School are either accredited as conditional, provisional, proficient or highly accomplished as defined by the NSW Teacher Accreditation Act 2004. Accreditation at the levels of Highly Accomplished and Lead teacher are voluntary. The number of teachers within the Catholic Schools Broken Bay in our 44 schools at these levels is as follows:

- Highly Accomplished: 9 teachers
- Proficient: 1322 teachers
- Provisional: 131 teachers
- Conditional: 68 teachers

Additionally, there are approximately 35 teachers who are currently actively engaged in the submission process at the higher levels of accreditation. Teacher status at individual schools can be sourced directly from the School.

Professional Learning

The ongoing professional learning (PL) of each staff member is highly valued. PL can take many forms including whole school staff days, subject specific in-services, meetings and conferences and a range of programs provided by CSBB. The School takes responsibility for planning, implementing, evaluating and tracking staff PL. Individual staff members take responsibility for their ongoing PL, which includes evaluating NESA Accredited professional

development (PD) and logging Elective PD via their NESAs account. All teachers have been involved in PL opportunities during the year related to improving student outcomes. The following provides specific information relating to the focus of three of these staff development days.

Summary of professional learning at this school

DAY 1. English and Mathematics: Planning for the implementation of the new NSW 3-6 English and Mathematics syllabuses in 2024

DAY 2. Catholic Schools Broken Bay Diocesan Staff Development Day: Towards 2025 - School Improvement and Leadership

DAY 3. English: Continued planning for the implementation of the new NSW 3-6 English syllabus in 2024

DAY 4. Mathematics: Continued planning for the implementation of the new NSW 3-6 Mathematics syllabus in 2024

Catholic Identity and Mission

As a Catholic community, the School shares in the mission of the local Church. The [Diocesan Mission Statement](#) is our statement of shared common purpose: "The Diocese of Broken Bay exists to evangelise, to proclaim the Good News of Jesus Christ, gathered as friends in the Lord and sent out to be missionary disciples."

In partnership with parents as the first faith educators of their children and the local parish community, the School seeks to provide authentic, professional Catholic Education, inspiring hearts and minds to know Christ, to love learning, to use their talents to be the very best they can be. Our vision, purpose and all we do is founded on faith in Jesus Christ, and informed by Christian values including faith, joy, witness, compassion, and courage.

The School's Religious Education (RE) program is based on the [Broken Bay K-12 Religious Education Curriculum](#) and aims to provide students with meaningful, engaging and challenging learning experiences that explore the rich diversity of the Catholic faith and ways in which we live it. A new Religious Education Curriculum is being developed to further enhance the learning experience for all. This was implemented into all Kindergarten and Year 1 as well as Years 7-10 classrooms in 2022/2023 and will continue to grow over the coming years. These programs include formal Religious Education as well as retreats, spirituality days and social justice opportunities in which students are invited to serve others, especially the poor and those who are marginalised.

Faith formation opportunities are provided for students, staff, parents and caregivers. Students regularly celebrate Mass and pray together. Students are invited to participate in age appropriate sacramental and missionary activities aimed at living out their mission as disciples of Jesus.

The teaching of Religious Education and the integration of Catholic values are at the centre of teaching at Our Lady Help of Christians' Primary School. Our main goal is to ensure teachers have a thorough understanding of an authentic contemporary environment where personalised learning and high expectations engage students and promote intellectual quality. All class teachers effectively implement the Religious Education curriculum from Kindergarten to Year 6.

The staff had several Professional Learning meetings focussed on the implementation of the new K-2 CSBB Religious Education syllabus. All staff K-6 participated in the professional learning so that an understanding of the developmental nature and continuum of our school Religious Education program was embedded. The key elements explored by the staff included: early learning pedagogy; resourcing; scope and sequence; and assessment.

Following on from 2022, the staff PL also focussed on the continued strengthening of pedagogical approaches to promote student's engagement and understanding of scripture in Religious Education. These included: continuing to implement RENEW RE in Stage 2 and Stage 3 - refining learning programs to embed effective and engaging learning strategies; and implementing increased thinking routines for RE to assess student progress. By the end of 2023, students were better able to demonstrate and articulate their knowledge and understanding of scripture through comparative thinking routine assessment tasks. Catholic values are taught explicitly through the Religious Education program and are also modelled explicitly through integration across the curriculum, the prayer life of the school and in a range of social justice and outreach programs.

Each year OLHC students participate in the Bishop's Religious Creative Arts Competition along with the other 44 Diocesan schools. We were very proud to have three OLHC students' entries selected - 1st Place in the Stage 3 Drama division and 2nd place in the Stage One Visual Arts division.

Our Lady Help of Christians' Primary School has a strong partnership with the Epping-Carlingford Catholic Parish. The parish priest is actively involved in the faith formation of parents, staff and students. This partnership is fostered through classroom visits by the parish priests each term, class and school liturgies, the sacramental preparation programs, Kindergarten transition and social justice initiatives.

Prayer life in the school is at the centre of the Religious Education program. Prayer is an important part of every school day and is featured at school assemblies and liturgies and within classrooms through informal and formal prayer. Parents and carers are invited and encouraged to attend all celebrations.

Our Lady Help of Christians' Primary School's social justice and mission programs for students are centred on the Catholic Mission. We focus on supporting Caritas, Catholic Mission and Saint Vincent de Paul by holding mufti days, theme days, liturgies and fun activities for students. These initiatives are promoted by the Year Six social justice leaders. Our social justice focus for 2023 was raising funds for Caritas and donating hampers for St Vincent de Paul.

Curriculum, Learning and Teaching

The School provides an educational program based on, and taught in accordance with the NSW Education Standards Authority (NESA) syllabuses for primary education. The Key Learning Areas (KLAs) are English, Mathematics, Science and Technology (S&T), Human Society and its Environment (HSIE), Creative Arts (CA) and Personal Development, Health and Physical Education (PDHPE). In addition to this, the School implements the Diocesan Religious Education syllabus. Staff members are committed to continuous improvement of teaching and learning in all facets of the curriculum.

During 2023 teachers were involved in a number of curriculum initiatives.

Professional learning for staff was especially focussed on mathematics. Teachers participated in professional learning (PL) sessions on mathematics with a particular emphasis on student growth in one of four domains as per the Mathematical Assessment Interview. These domains included counting, place value, addition & subtraction and multiplication & division. During these PL sessions, staff identified the mathematical strategies being used by each student to determine which strategy each individual needed to learn to progress to the next mathematical growth point.

OLHC also implemented the CSBB Collaborative Coaching framework. This involved weekly coaching sessions between the designated school Collaborative Coach and the teachers of each grade as part of a Continuous Improvement Cycle. Each session commenced with the revision of student data from the most recent class lessons to identify growth followed by the selection of strategies to be implemented in the next lessons.

Staff developed their understanding of the new 3-6 syllabuses throughout the year. These PL sessions focussed on building understanding of: the intent and purpose of the new syllabuses; the structure and content of each syllabus; the design of learning sequences, class programs and scope and sequences in preparation for implementation in 2024.

Other weekly professional learning sessions included: data analysis, policy review, health and safety, wellbeing, child protection, employee relations and CPR.

Structured learning support programs responded to each student's point of need whether academically, physically, socially or emotionally. The learning diversity support teacher worked in classrooms implementing and supporting individual education plans.

Student Performance in Tests and Examinations

NAPLAN

Students in Years 3, 5, 7 and 9 across Australia participated in the National Assessment Program Literacy and Numeracy (NAPLAN). The purpose of NAPLAN is to provide information to parents and teachers about the achievements of students in literacy and numeracy. The test provides a measure of the student’s performance against established standards and against other students in Australia. Each year the results are analysed by the school to inform teaching with a view to improving student performance.

From 2023, NAPLAN results are reported against proficiency standards with 4 levels of achievement to give teachers, parents and carers clearer information on how students are performing:

- Exceeding: The student’s result exceeds expectations at the time of testing.
- Strong: The student’s result meets challenging but reasonable expectations at the time of testing.
- Developing: The student’s result indicates that they are working towards expectations at the time of testing.
- Needs additional support: The student’s result indicates that they are not achieving the learning outcomes expected at the time of testing. They are likely to need additional support to progress satisfactorily.

The percentage of student achieving at Exceeding and Strong proficiency standards in NAPLAN at Our Lady Help of Christians Catholic Primary School for 2023 is reported in the table below.

NAPLAN RESULTS 2023		Percentage of students in the top 2 proficiency standards	
		School	Australia
Year 3	Grammar and Punctuation	72%	54%
	Reading	90%	67%
	Writing	91%	76%
	Spelling	63%	61%
	Numeracy	100%	65%

NAPLAN RESULTS 2023		Percentage of students in the top 2 proficiency standards	
		School	Australia
Year 5	Grammar and Punctuation	95%	64%
	Reading	100%	74%
	Writing	95%	66%
	Spelling	86%	69%
	Numeracy	100%	68%

Pastoral Care and Student Wellbeing

Pastoral Care Policy

The School's pastoral care and student wellbeing policies guidelines and procedures are informed by the [Pastoral Care Policy for Diocesan Systemic Schools](#). This policy is underpinned by the guiding principles from the National Safe Schools Framework (2013) (NSSF) that represent fundamental beliefs about safe, supportive and respectful school communities. These guiding principles emphasise the importance of student safety and wellbeing as a prerequisite for effective learning in all Catholic school settings. The Pastoral Care and Wellbeing Framework for Learning for the Diocese of Broken Bay Schools System (the Framework') utilises the NSSF ensuring that diocesan systemic schools meet the objectives of the NSSF at the same time as meeting the diocesan vision for pastoral care and wellbeing. Further information about this and other related policies may be obtained from the CSBB website or by contacting CSBB. The policy was revised in 2019 to align with the [Australian Wellbeing Framework \(2018\)](#) for implementation in 2020.

Behaviour Management and Student Discipline Policy

The School's policies and procedures for the management of student behaviour are aligned to the [Behaviour Support Policy for Diocesan Systemic Schools](#). Policies operate within a context that all members of the school community share responsibility to foster, encourage and promote positive behaviour and respectful relationships. The policy aims to promote a safe and supportive learning environment to maximise teaching and learning time for all students. It supports the development of students' pro-social behaviour based on respectful relationships and clear behavioural expectations. The dignity and responsibility of each person is promoted at all times along with positive student behaviours while ensuring the respect for the rights of all students and staff. Further information about this and other related policies may be obtained from the CSBB website or by contacting CSBB. There were no significant changes made to this policy in 2023.

Anti-Bullying Policy

The School's Anti-Bullying guidelines and procedures are based on and informed by the [Anti-Bullying Policy for Diocesan Systemic Schools](#) and is aligned to the Pastoral Care Policy for Diocesan Systemic Schools and other related wellbeing policies and guidelines. All students, their families and employees within Catholic education have a right to a learning and work environment that is free from intimidation, humiliation and hurt. Anti-Bullying policies support school communities to prevent, reduce and respond to bullying. Further information about

this and other related policies may be obtained from the [CSBB website](#) or by contacting CSBB. There were no changes made to this policy in 2023.

Complaints Handling Policy

The School follows the [Complaints Management and Resolution Policy](#). A distinctive feature of this policy is to ensure that complaints are addressed in a timely and confidential manner at the lowest appropriate management level in order to prevent minor problems or concerns from escalating. The expectation is that complaints will be brought forward and resolved in a respectful manner, recognising the dignity of each person concerned in the process. The policy recognises that a number of more minor or simple matters can be resolved without recourse to the formal complaint handling process but rather, quickly and simply, by discussion between the appropriate people. Further information about this and other related policies may be obtained from the [CSBB website](#) or by contacting CSBB. There were changes made to this policy in 2023 to reflect new system processes.

Initiatives promoting respect and responsibility

Our school has an embedded approach to promote student resilience and good mental health, enabling each to achieve their potential.

A number of specific programs and strategies are utilised for this purpose. Some of these strategies include: Wellbeing Week each term; PATCH social skills lunch club; OLHC Code of Conduct outlining students' responsibilities to themselves and others; and the annual K-6 Anti-Bullying program as part of the PDHPE curriculum.

Each year the students lead and participate in a number of outreach social justice efforts including Project Compassion, Sock-it-to-Poverty and the St Vincent de Paul Christmas Hamper Appeal.

All Year 6 students take on the responsibility of a Leadership Role / Ministry in their final year of primary schooling. Each role is a ministry of service where students share their unique talents and abilities with the wider community through such roles as School / Vice Captains, Sport Captains, Wellbeing Captains and Kindergarten Buddy Captains as an example.

School Improvement

Strategic planning ensures a common purpose and agreed values are established. In Broken Bay systemic schools, this common purpose and agreed values along with goals, targets and key improvement strategies have been captured in the Towards 2025 Strategic Plan.

Key Improvements Achieved

In the area of Mathematics, 100% of Year 3 and Year 5 OLHC students achieved strong or exceeding proficiency in NAPLAN numeracy for 2023. This was an outstanding result.

In the area of mission, students were able to demonstrate growth in their understanding of scripture through comparative Thinking Routine assessment tasks.

Priority Key Improvements for Next Year

The following targets have been developed for 2023:

In the area of Evangelisation and Catechesis: students will demonstrate growth in their understanding and application of scripture as measured by a pre and post assessment tool.

In the area of Student Achievement: students will demonstrate a year's growth in Mathematics as measured by standardised instruments.

Community Satisfaction

The opinions and ideas of parents, students and teachers are valued and sought. Their suggestions are incorporated into planning for and achieving improved outcomes for students. This year, a variety of processes have been used to gain information about the level of satisfaction with the School from parents, students and teachers.

Parent satisfaction

In 2023, parents from Dads in the Classroom and the Class parents' group indicated:

- Parents feel welcome at OLHC
- OLHC is inclusive
- OLHC is a safe school
- OLHC supports learning
- OLHC supports positive student behaviour
- Parents are informed

Student satisfaction

In 2023, Year 4 - 6 students at OLHC agreed:

- OLHC students have positive relationships with each other
- OLHC students value learning
- OLHC students are interested and motivated
- OLHC students try hard to succeed in their learning

Teacher satisfaction

In 2023, OLHC staff agreed with the following statements:

- OLHC teachers are collaborative
- OLHC leadership work with teachers to create a safe and orderly environment
- OLHC teachers have a strong learning culture
- At OLHC data informs practice
- OLHC teachers use effective teaching strategies
- OLHC leverages technology for learning

Financial Statement

Consistent with the NESAs requirements, financial income and expenditure for the School in 2023 is shown below. More detailed financial data is available on the My School website.

Recurrent and Capital Income 2023	
Commonwealth Recurrent Grants ¹	\$1,010,689
Government Capital Grants ²	\$0
State Recurrent Grants ³	\$266,364
Fees and Private Income ⁴	\$368,251
Interest Subsidy Grants	\$0
Other Capital Income ⁵	\$624
Total Income	\$1,645,930

Recurrent and Capital Expenditure 2023	
Capital Expenditure ⁶	\$201,254
Salaries and Related Expenses ⁷	\$1,570,952
Non-Salary Expenses ⁸	\$296,699
Total Expenditure	\$1,867,652

Notes

1. Commonwealth Recurrent Grants includes recurrent per capita grants and special purpose grants.
2. Government Capital Grants includes all capital grants received from the Commonwealth and State Governments.
3. State Recurrent Grants includes recurrent grants per capita, special purpose grants and interest subsidy grants.
4. Fees and Private Income include Archdiocesan and school based fees, excursions and other private income.
5. Other Capital Income includes building levy fees and capital donations used to fund Capital Expenditure.
6. Capital Expenditure includes expenditure on School Buildings, and Furniture and Equipment.
7. Salaries and Related Expenditure includes all salaries, allowances and related expenses such as superannuation and workers compensation insurance.
8. Non-Salary Expenses include all other Non-Salary Recurrent Expenditure covering resources, administration, operational expenses, utilities, repairs and maintenance.

END OF 2023 REPORT