

PARLIAMENT OF WESTERN AUSTRALIA
LEGISLATIVE COUNCIL

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TWENTIETH REPORT
OF THE
STANDING COMMITTEE
ON
GOVERNMENT AGENCIES

A REVIEW OF
THE COUNTRY HIGH SCHOOL HOSTELS AUTHORITY

Presented by the Hon. MARK NEVILL, MLC (Chairman)

20
SEPTEMBER 1988

The Standing Committee was appointed, pursuant to Legislative Council Standing Order 38 on 7 April 1982 with the following terms of reference:

- (i) To make such examination as it deems necessary and to inquire into the purpose, finance, accountability, extent, nature, administrative control and methods of State Government agencies, including statutory corporations, primary produce boards, regulatory and quasi-judicial bodies, trustees of government agencies, advisory committees and local and regional bodies (excluding municipal authorities) that are the subject of legislation of the Western Australian Parliament, with the exception of those agencies listed in the Schedule to these Orders.
- (ii) To report to the House upon any matter concerning the government authorities referred to in paragraph (i) or any recommendations for abolition or amalgamation of them, or any findings particularly in regard to the productivity, efficiency, economy, effectiveness, organisation and circumstances connected with them to which the Committee thinks the attention of the House should be directed.
- (iii) To inquire into and report to the House upon any question in connection with government agencies which is referred to the Committee by resolution of the House.
- (iv) To inquire into and where necessary, report to the House when, in the view of the Committee, any agency duplicates all or part of the work of another.
- (v) To recommend as it deems necessary the application of the "Sunset" principle to any government agency.

The "Sunset" principle is defined as a process whereby a government agency's existence is automatically terminated after a certain period unless specific re-authorising legislation is enacted.

Members of the Committee:

Hon. Mark Nevill (Chairman)
Hon. C.J. Bell (Deputy Chairman)
Hon. E.J. Charlton
Hon. B.L. Jones
Hon. Garry Kelly
Hon. N.F. Moore

Staff of the Committee:

Mr. Gary Newcombe (Principal Adviser)
Miss June McKinnon (Secretary)
Ms. Jan Paniperis (Secretary/Stenographer)

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PREVIOUS REPORTS OF THE COMMITTEE

- First Report: November 1982.
- Second Report: "Government Agencies in Western Australia":
First Edition: July 1983.
Second Edition: May 1985.
Third Edition: November 1987.
- Third Report: "Annual Reporting Requirements for Government Agencies":
December 1983.
- Fourth Report: "Review of Operations 1984": February 1985.
- Fifth Report: "Review of Annual Reports for 1984": March 1985.
- Sixth Report: "A Framework of Accountability for Government Agencies": June
1985.
- Seventh Report: "The Urban Lands Council of Western Australia": September 1985.
- Eighth Report: "Review of Operations for 1985": July 1986.
- Ninth Report: "Resumption of Land by Government Agencies: Proposals for
Reform": August 1986.
- Tenth Report: "A Review of the Lotteries Commission of Western Australia":
November 1986.
- Eleventh Report: "1985/86 Annual Reports of Government Agencies": December 1986.
- Twelfth Report: "Review of Operations for 1986": April 1987.
- Thirteenth Report: "Resumption of Land by Government Agencies: Final Report": May
1987.
- Fourteenth Report: "A Review of Coal Industry Agencies": June 1987.
- Fifteenth Report: "A Review of the Builders' and Painters' Registration Boards":
September 1987
- Sixteenth Report: "Delayed Payment of Accounts by Government Agencies": December
1987.
- Seventeenth Report: "Review of Agencies: A Statement of Principle": December 1987.
- Eighteenth Report: "Review of Operations for 1987": December 1987.
- Nineteenth Report: "The Use of Plain English in Government Writing: Some Preliminary
Findings": May 1988

REPORTS ON BILLS

1. "The Commercial Tribunal Bill 1984": November 6 1984.
2. "The Contraceptives Amendment Bill 1985": October 16 1985.

REPORTS IN PROGRESS

1. Plain English in government writing continued.

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CHAIRMAN'S FOREWORD

Apart from those people actively involved in their operation, country high school hostels occupy a very low public profile but their importance should not be underestimated.

Hostels are more than simply student accommodation, they are significant factors within the education system and within the country towns in which they are located. For many country students hostels provide the only means for them to continue high school education other than by way of correspondence. Each hostel has a direct impact on its town's economy through the consumption of goods and services. However, the hostels have a greater impact through the collateral benefits which they provide. In many cases it is hostel students who make the local high school viable, thus directly affecting the quality of education available to their community. In addition, the increase in population provided by hostels makes other community facilities viable. Properly managed hostels also provide services and facilities to the wider community, and provide their students with worthwhile social and academic support not otherwise available to country students.

Overall, therefore, hostels are important assets which deserve support and which demand efficient and effective management.

The hostel system in WA has been praised as the best in Australia and the Committee has no reason to doubt this. There are many impressive things happening within the system and many dedicated people involved in their management. However, there are problems; problems in communication, finance and management which, if allowed to continue, will endanger the long term health of the hostel system. The Committee's recommendations are directed towards ensuring this does not occur and that the hostel system can get on with its business of providing first class care of the welfare of isolated students within this State.

On behalf of the Committee, I would like to record the full co-operation of the Hostels Authority and its staff and to thank those people who assisted in the inquiry, particularly the board members and staff and students of the hostels who met with the Committee and greeted us with hospitality and forthright comments.

MARK NEVILL, MLC
CHAIRMAN
September 1988

SUMMARY OF MAJOR FINDINGS AND RECOMMENDATIONS

MAJOR FINDINGS

1. The management of hostels and the welfare of students will be best served by the retention of the Country High School Hostels Authority and local boards of management.
2. The participation of members of local boards as members of the Country High School Hostels Authority has created a perception of unfair advantage.
3. The Anglican Church should continue to be represented on the Country High School Hostels Authority because of the Church's long history of involvement in the hostel system.
4. A considerable degree of confusion has arisen over the way in which the hostel system actually operates and this confusion has been exacerbated by breakdowns in communication between the Country High School Hostels Authority and local boards of management.
5. In relation to local boards of management appointed under the Anglican Church Hostels Statute, and arguably also in relation to all other local boards of management, the Authority could be said to have failed to exercise the statutory power vested in it by the Country High School Hostels Authority Act 1960 and that consequently the appointments of local boards may be invalid.
6. The separate administrative identity of high schools and hostels is necessary to maintain the image of a "home away from home" which all hostels must strive to achieve.
7. Selection of supervisory staff for hostels follows the hit and miss principle. There are no specific qualifications for employment at any level within the hostel system.
8. It is not acceptable or practical to leave staff training to local boards. Small hostels, and those in small communities, do not have the resources to provide adequate staff training. One of the reasons for having a centralised administering authority is its ability to attend to the major problems which face hostels, and training is one such problem.
9. One of the real problems affecting the management of hostels is poor communication between the Country High School Hostels Authority and local boards of management.
10. There is a statewide surplus of hostel beds with only 85% of total bed capacity being occupied at the commencement of 1988.
11. There is no doubt that country students whose parents cannot afford the cost of private board are being denied the opportunity to participate in specialist courses which are offered in the metropolitan area because of the lack of a metropolitan hostel.
12. The merits of a metropolitan hostel outweigh the disadvantages. However, because of other priorities, Authority funds should not be expended on the construction of a new metropolitan hostel, rather any metropolitan hostel should utilise existing facilities.
13. Unless significant funds are injected into Swanleigh Anglican Hostel in Middle Swan within the next five years, the future of that hostel will be jeopardised. The result would be the loss of a major asset to the educational system of this State with significant detrimental consequences for country based students and Governor Stirling Senior High School.

14. Within existing financial constraints, cottage hostels are not a viable concern for government operation.
15. The general standard of accommodation provided to students by country high school hostels is acceptable and superior to that available at Swanleigh Anglican Hostel.
16. There are major variations in the standard of staff accommodation provided by hostels with some hostels having sub-standard staff accommodation.
17. The current level of financial assistance paid to parents of isolated students attending country high school hostels is insufficient to remove the financial disadvantage which they face in educating their children compared to parents of non-isolated children.
18. The lack of funds for capital works for three consecutive years together with the Country High School Hostels Authority's policy of concentrating expenditure on one or two hostels each year has resulted in tensions between the Authority and some local boards with accusations that the Authority has broken commitments and played favourites.
19. Given that the Country High School Hostels Authority is not in fact to provide any direct funding for the proposed Morawa Hostel, all costs associated with this hostel should be accounted for through the Ministry of Education's accounts.
20. Despite the Country High School Hostels Authority's views to the contrary, there is some substance to claims by witnesses that cost savings could be achieved in the execution of the Authority's capital works programme.
21. The Country High School Hostels Authority suffers from, and the Ministry of Education unfairly benefits from, the failure of the Ministry to pay a commercial rate of return for the use of Authority property.

RECOMMENDATIONS

1. The Country High School Hostels Authority should continue to operate as a separate statutory authority responsible for the provision and operation of country high school hostels throughout Western Australia. (Para 3.13)
2. The management of high school hostels should remain vested in local boards of management appointed for that purpose by the Country High School Hostels Authority. (Para 3.13)
3. No person who is a member of a hostel board of management should also serve as a member of the Country High School Hostels Authority. (Para 3.15)
4. The Country High School Hostels Authority Act 1960 should be amended to provide that the Country High School Hostels Authority be constituted by seven members appointed by the Governor on the nomination of the Minister for Education with one member representing each of the North Region (Geraldton and Moora), Central Region (Northam, Merredin and Kalgoorlie), South West (Narrogin and Katanning), and South Coast Region (Albany and Esperance); one member representing the Ministry of Education; one member representing general community interests; and a Chairman. (Para 3.16)
5. The co-opting of members by the Country School Hostels Authority is contrary to the provisions of the Country High School Hostels Authority Act 1960 and it should cease immediately. (Para 3.18)

6. The Country High School Hostels Authority should be renamed the "High School Residential Colleges Authority" and all existing hostels should be renamed "Residential Colleges". (Para 3.19)
7. The Country High School Hostels Authority Act 1960 should be amended to provide that:
 - (a) all local boards of management be incorporated bodies;
 - (b) all hostel staff be employees of the Country High School Hostels Authority;
 - (c) hiring, firing and suspension of staff be vested in the local boards of management, except where for any reason there is no local board of management in which case these powers should vest in the Country High School Hostels Authority; and
 - (d) all supervisory staff shall have the right to apply to the Authority for review of a decision by a local board to dismiss or suspend. (Para 4.9)
8. The Country High School Hostels Authority should formally appoint all hostel local boards of management in accordance with the strict requirements of the Country High School Hostels Authority Act 1960. (Para 4.17)
9. The Country High School Hostels Authority Act 1960 should be amended to provide that appointments of members of local boards should be on the nomination of the local board where such a board already exists. (Para 4.17)
10. The Anglican Church should amend, as far as possible, its Church Hostels Statute in relation to membership of local boards to take into account the guidelines for membership of local boards developed by the Country High School Hostels Authority. The Church Statute should be further amended to provide only for the nomination of members of local boards to the Authority for appointment by the Authority and not by the Church or its officers. (Para 4.17)
11. The Country High School Hostels Authority guidelines for membership of local boards of management should be given recognition in the Country High School Hostels Authority Act 1960. In addition to their existing provisions, these guidelines should suggest that the District Superintendent of Education for each hostel's district serve as a member of each hostel board of management, and the number of parent representatives be restricted to no more than one in three of total membership. (Para 4.17)
12. Other than through participation of the Principal and/or Deputy Principal as a member of the board of management, administration of high schools and hostels should remain separate. (Para 4.18)
13. The Country High School Hostels Authority should prepare a separate leaflet, written in plain english, setting out the roles of the Authority, local board members and hostel wardens for distribution by local boards to new board members. (Para 4.23)
14. The system of trainee supervisors operating at Katanning Hostel should be supported and its extension to other selected hostels should be actively encouraged by the Country High School Hostels Authority. (Para 4.31)
15. A relevant staff training programme should be implemented by the Country High School Hostels Authority as a matter of priority. (Para 4.36)

16. The Country High School Hostels Authority should give priority to improving its communication with local boards and wardens and a consistent approach should be maintained at all times. (Para 4.41)
17. The Country High School Hostels Authority should enter into negotiations with the Rotary Club of Victoria Park and Kent Street Senior High School with a view to forming a joint venture to establish a hostel adjacent to the Kent Street Senior High School for country students attending specialist courses at Kent Street and other senior high schools. (Para 5.14)
18. Any hostel established in the metropolitan area should be of sufficient bed capacity to enable financial viability. (Para 5.14)
19. In determining eligibility for residence in a metropolitan hostel, preference should be given to isolated students participating in specialist courses and care should be exercised to ensure that the impact on existing country high school hostels is minimised. (Para 5.14)
20. If the Kent Street Senior High School hostel proposal proceeds, the Country High School Hostels Authority should not establish a separate metropolitan hostel. If the Kent Street Senior High School hostel proposal does not proceed, the Country High School Hostels Authority should establish a metropolitan hostel for country students participating in specialist courses where a suitable pre-existing site can be obtained. (Para 5.14)
21. The Government should examine the financial requirements of Swanleigh Hostel and make a grant of funds to the hostel sufficient to ensure its long term viability as an independent metropolitan hostel. (Para 5.20)
22. The Committee recommends that, while the Government should give favourable consideration to requests from community based cottage hostel committees to utilise government land or buildings, under the current financial situation the Authority should not become involved in the operations of cottage hostels. (Para 5.29)
23. As long as the State Government's Boarding Away from Home Allowance is paid to students boarding at country high school hostels, it should be paid directly to hostels and the State Government should undertake negotiations with the Commonwealth Government to secure direct payment of the Commonwealth Government's AIC subsidies to hostels. (Para 6.15)
24. The State Government Boarding Away from Home Allowance and the per student grants to hostels should be abolished and the State Government should assume the responsibility for paying the salaries of all hostel supervisory staff. (Para 6.19)
25. Funding for supervisory staff should be included in the budgetary allocations to the Authority. (Para 6.21)
26. The Authority should be made responsible for ensuring that all staff are employed by local boards in accordance with the appropriate industrial awards. (Para 6.21)
27. Deficit funding of hostels should continue as necessary, subject to continual review of the long term viability of individual hostels. (Para 6.30)
28. The Hostel Authority Annual Report should contain information on the financial performance of each individual hostel to comply with the provisions of the Financial Administration and Audit Act 1985. (Para 6.32)

29. The Country High School Hostels Authority should use local tradespeople and professionals for capital works projects wherever possible. (Para 6.40)
30. For major projects the Country High School Hostels Authority should seek alternative quotes rather than relying exclusively on one architectural firm. (Para 6.40)
31. Local boards and wardens should be more directly involved in the development of capital works programmes and purchase of furniture and fittings. (Para 6.40)
32. At the commencement of each financial year the Country High School Hostels Authority should make a budget allocation to each local board of management of an amount calculated to meet minor maintenance costs. Local boards should then be responsible for organising minor maintenance and determining priorities for expenditure. (Para 6.42)
33. The Ministry of Education should pay the Country High School Hostels Authority a commercial rate of return for all Authority properties used by the Ministry. (Para 6.45)

PART 1: INTRODUCTION

- 1.1 The Committee's decision to conduct a full review of the Country High School Hostels Authority ("the Authority") resulted from an informal examination of the Authority's operations begun by the Committee on June 30 1987. The Committee commenced its informal review of the Authority for two basic reasons: there was little publicly available information about the Authority's operations (including no annual report) and the 1985/86 report of the Auditor General remarked on certain matters concerning the Authority's accounts.
- 1.2 As part of its informal review, on August 4 1987 the Committee sent questionnaires to the Authority and to each hostel operated by the Authority. Responses to these questionnaires indicated there were a number of major issues relating to the administration and management of hostels which would warrant a full review by the Committee. These issues included:
 - (a) the relationships between the Authority and the management boards and staff of individual hostels;
 - (b) the relationship between the Authority and the Education Department (as it then was) and the role which the Department should play in the hostel system;
 - (c) the methods for, and level of, funding for maintenance and capital works programmes;
 - (d) the Authority's personnel management record;
 - (e) the cost to parents of hostel accommodation; and
 - (f) the need for smaller regional hostels and a metropolitan hostel for country students.
- 1.3 The Committee decided to formally review the Authority on November 26 1987 and advised the Minister for Education and the Authority accordingly. The review was announced publicly on December 11 1987 and notices were published in a number of State and regional newspapers seeking public submissions on the review. As a result of which the Committee received 32 written submissions. (For the Committee's terms of review and a list of persons making submissions see Appendices 1 and 2 respectively.)
- 1.4 The Committee resolved to visit each of the hostels operated by the Authority and between May 9 and June 10 1988 the Committee, or a sub-committee of the Committee, visited each hostel to view the hostel and meet with the board of management and warden. The Committee also held a public meeting at Esperance on May 9 1988; and visited Swanleigh Hostel on May 30 1988, taking evidence from witnesses on both occasions. The Committee concluded the examination of witnesses by meeting with Dr L W Loudon, Chief Executive Officer of the Ministry of Education and representatives of the Anglican Church on August 4 1988 and by meeting with the Authority on August 11 1988. A full list of the Committee's meetings with witnesses is set out at Appendix 3.
- 1.5 Unless otherwise stated, statistics included in this report come from Country High School Hostels Authority documents.

PART 2: BACKGROUND

- 2.1 The Country High School Hostels Authority was established in 1960 by the enactment of the Country High School Hostels Authority Act ("the Act") 1960. The principal reason for creating the Authority was financial:

"... I would like to say at the outset that one of the major reasons for the introduction of the Bill to Parliament is the expectation that the authority, when created, will be able to exercise the borrowing powers which will be conferred upon it if the Bill becomes an Act. This is to enable it to provide some additional funds with which it is hoped to grapple, to a better extent than has hitherto been possible, with the problem of affording high school students, who live a distance from the school, hostel accommodation when they come in from those distant places to high schools in the country."

(Hon A F Watts, MLA - Minister for Education, Hansard 6/9/60 at p980.)

- 2.2 At the time of the establishment of the Authority a number of country hostels were in operation, including the following:

The Priory, Albany
Forrest Lodge, Geraldton
St Michael's House, Merredin
St Christopher's Hostel, Northam
(Operated by the Anglican Church)

The Rocks Hostel, Albany
The Residency, Albany
Craig House, Bunbury
CWA Girls' Hostel, Northam
(Operated by the Country Women's Association)

Norman House, Albany
(Operated by the Methodist Church)

- 2.3 Of the organisations involved in the management of hostels prior to the introduction of the Act, only the Anglican Church remains actively involved in hostel management. The continued role of the Anglican Church is one of the major issues dealt with by the Committee in Parts 3 and 4 of this report.

- 2.4 The Authority opened its first hostel in 1962 at Merredin. This was followed by hostels in Narrogin (1963), Carnarvon, Geraldton and Katanning (1964), Bunbury (1965), Northam (1966), Esperance (1967), Geraldton (1969), Port Hedland (1972) and Moora (1974). As a result of the closure of Bunbury and Carnarvon (1978) and Port Hedland (1987) the Authority is currently responsible for the following hostels:

Amity House, Albany
St Andrew's Hostel, Esperance
Dellahale Girls' Hostel, Geraldton
John Frewer Boys' Hostel, Geraldton
Eastern Goldfields Isolated Students' Hostel, Kalgoorlie
St Andrew's Hostel, Katanning
St Michael's Hostel, Merredin
St James' Hostel, Moora
Narrogin High School Hostel, Narrogin
Adamson House, Northam
St Christopher's Hostel, Northam

2.5 When originally enacted the Act provided in section 4 for the Authority to consist of six part-time members appointed by the Governor being:

- * 1 person nominated by the Country Women's Association;
- * 1 person nominated by the Anglican Church;
- * 1 public servant representing the Treasury;
- * 1 public servant representing the Education Department;
- * 1 other public servant; and
- * 1 other person nominated by the Minister for Education

2.6 The Country High School Hostels Authority Amendment Act 1979 amended section 4 of the Act to provide that the Authority should consist of up to seven part-time members appointed by the Governor on the nomination of the Minister with the only guidelines as to membership being that at least one member should be a public servant and that members should be persons whom the Minister "... considers qualified to act as a member by reason of his association with the conduct of hostels, his suitability to represent the parents of children accommodated in hostels, or his general capacity for community service."

2.7 Each member of the Authority holds office for three years and is eligible for reappointment. The current membership of the Authority is as follows:

Authority Members

Mr Colin Philpott (Chair)
 Archdeacon Norman Apthorp
 Mr Richard Cairnes
 Mrs Alice Harris
 Mr John Nicholas (Ministry of Education)
 Mr John Stokes
 Mrs Susan Wilding

2.8 In addition to the Authority members, the Authority has a full-time staff of four:

Administrative Officer:	Mr Peter Bachelard-Lammas
Administrative Assistant:	Mr Peter Acton
Clerical Officers:	Ms Lilian Czubek Mr Aaron Sequerah

2.9 The staff of the Authority occupies premises at 184 St George's Terrace. The cost of maintaining this office in 1986/87 was \$139,685.

2.10 The Authority's functions are set out in section 7 of the Act, they are:

- "(a) to provide or cause to be provided accommodation in hostels for students enrolled in high schools or in primary schools where transport is not provided or is not caused to be provided by the Minister for the purpose of transporting those students so enrolled in high schools or primary schools;
- (b) to supervise and maintain hostels;

- (ba) *to undertake and carry out or cause to be carried out the general management of hostels, and in relation thereto but without limiting the generality thereof -*
- (i) *to regulate and control the admission of students to hostels, the conduct to be observed by them while accommodated therein, and the suspension or expulsion of students therefrom;*
 - (ii) *to provide for the maintenance and enforcement of discipline in hostels;*
 - (iii) *to engage and dismiss members of the staff of hostels and to determine their powers and duties;*
 - (iv) *to appoint committees in respect of hostels and to delegate to any such committee all or any of the powers of the Authority under this paragraph, in which case the provisions of section nine of this Act shall apply in relation to that delegation as though the committee were a committee appointed pursuant to that section;*
- (bb) *to enter into agreements for payment to the Authority of charges for accommodation in any hostel, and for the payment to it of costs, expenses, and disbursements incidental to such accommodation;*
- (c) *to recommend to the Minister the alteration of or the addition to any premises used as hostels, the erection of new buildings, or the purchase or sale of buildings, for hostels;*
- (d) *with the prior written approval of the Minister to erect buildings for hostels, alter, add to, or sell buildings used as hostels, or purchase buildings to be used as such;*
- (e) *to exercise in relation to hostels such powers and functions as are conferred on the Authority by or under this Act;*
- (f) *to arrange for the leasing or the grant of a license to any person, upon such terms and conditions as the Authority and that person agree upon, of a hostel for the purpose of providing accommodation for students therein; and*
- (g) *to carry out such other powers and functions as may be prescribed."*

2.11 A superficial reading of this list of functions could lead one to conclude that the Authority actually manages hostels. However, the Authority has delegated the management to local hostel boards in accordance with section 7(ba)(iv). This delegation takes the form of a "Letter of Arrangement" between the Authority and each hostel board of management. The Letter of Arrangement has given rise to a number of issues during the course of the Committee's inquiry which fall under the general area of the relationship between the Authority and local boards. This is considered in detail in Parts 3 and 4.

2.12 In accordance with the Letter of Arrangement, the Authority sets the maximum fee which all hostel boards of management may charge (\$3,800 in 1988 - see Appendix 4 for a comparison of boarding fees charged by various institutions). Each hostel board of management is required under the Letter of Arrangement to operate the hostel, as far as is possible, at a financial break-even. Within this constraint, boards of management may charge less than the maximum fee and some do (e.g. Narrogin). A number of hostels have not been able to achieve break-even even though charging the maximum fee. This situation has led to the introduction of deficit funding of some hostels by the Authority. In essence, deficit funding involves the Authority balancing the books of hostels which incur a deficit during the year by making a payment from the Consolidated Revenue Fund ("CRF"). In 1986/87 total payments

under the deficit funding policy amounted to \$362,498. The problems created by deficit funding are considered in Part 6.

2.13 In carrying out its functions under the Act the Authority has adopted the following objectives:

- "(i) to provide a mechanism whereby children from isolated areas might be afforded a secondary education, in a classroom situation, if they so desire;*
- (ii) to provide a low-cost accommodation option for parents of isolated children, consistent with the maintenance of conditions which develop academic, physical and emotional development, within a disciplined environment;*
- (iii) to ensure the appointment of hostel management committees and staff suitably qualified for the task and committed to providing an environment that will enable the students to reach their full potential."*

PART 3: THE ADMINISTRATION OF HOSTELS

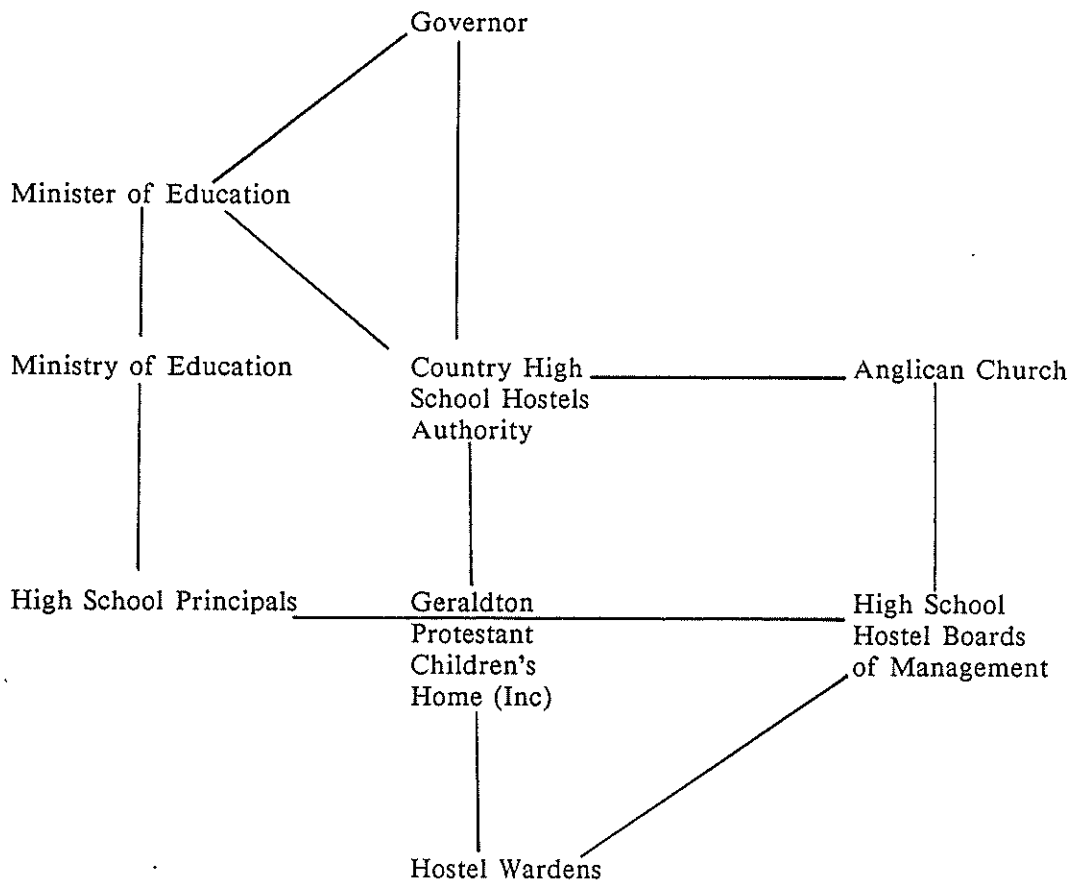
- 3.1 Section 7 of the Act vests the Authority with the functions of providing, maintaining and managing hostels. In carrying out these functions the Authority is responsible to the Minister for Education, presently the Hon Carmen Lawrence, MLA. The Act provides for direct ministerial involvement in the operations of the Authority in three ways:
- (a) members of the Authority are appointed by the Governor on the nomination of the Minister (section 4);
 - (b) the Minister's prior written approval is required before the Authority can erect, purchase, alter or sell any hostel buildings (section 7); and
 - (c) the Minister may require the Governor to vest land in the Authority (section 11).
- 3.2 The Minister may also affect the operations of the Authority by promoting changes to the Act or any regulations made in accordance with section 19. The Act does not, however, provide the Minister with a power to direct the Authority as to how the Authority shall carry out its functions.
- 3.3 In addition to section 7 of the Act vesting the Authority with the functions of providing, maintaining and managing hostels, it also empowers the Authority to appoint committees for each hostel and to delegate any of its functions to that committee. The Authority has taken advantage of this provision and has delegated its managing functions to a local committee in respect of each of its hostels. Within the hostel system these committees are referred to as local boards of management (a term which is also used in this report). By a combination of sections 7 and 9, the Act provides that these boards exercise their functions subject to the control of the Authority, and the delegation of any function by the Authority does not prevent the Authority from itself carrying out this function.
- 3.4 The functions which the Authority delegates to local boards are set out in the Authority's Letter of Arrangement (see Appendix 5) which each board of management is required to sign and implement. In essence, the Letter of Arrangement delegates to local boards of management the day to day management functions associated with the conduct of a hostel, including the hiring and firing of staff.
- 3.5 In addition to the Authority, two other organisations play a role in the constitution of local boards. In Geraldton, although the two hostels operate with a board of management in the same manner as other hostels, the Authority has delegated its function to the Geraldton Protestant Children's Homes (Inc). This reflects the historical position in that the Geraldton hostels were administered by the Geraldton Protestant Children's Homes (Inc) prior to the creation of the Authority. The Anglican Church has a more significant role in that hostels in four towns - Esperance, Merredin, Moora and Northam - are managed by local boards appointed in accordance with the provisions of the Anglican Church Hostels Statute (see Appendix 6). The Authority has delegated its functions to these boards through the Letter of Arrangement, however, the membership of these boards is determined not by the Authority but by the provisions of the Church Statute.
- 3.6 The Ministry of Education plays a very limited role in the administration of high school hostels. The Department's Policy and Resources Division examines all expenditure proposals by the Authority prior to those proposals going to either the Treasury or the Cabinet Review Sub-Committee. School Principals (and in some cases Deputy Principals) participate in the administration of hostels by serving as a member of the hostel's board of management. Principals have no greater role on the board than any other member.

3.7 The Ministry of Education is involved in the administration of hostel accommodation provided at agricultural high schools. There are six such hostels which operate quite separately from the hostels operated by the Authority, they are:

- * Cunderdin Agricultural College
- * Denmark Agricultural District High School
- * Gnowangerup Agricultural School
- * Harvey Agricultural Senior High School
- * Morawa Agricultural District High School
- * Narrogin Agricultural College

Figure 1

Country High School Hostels: The Administrative Network



3.8 The most fundamental issue faced by the Committee in its inquiry was whether the Authority should remain responsible for the administration of hostels or whether some other administrative mechanism should be established. Two alternatives put to the Committee were the transfer of the Authority's functions to independent local boards and transfer of the Authority's functions to the Ministry of Education. Both of these proposals received support in submissions to the Committee. Particular support was given to the proposal that the Ministry of Education should assume responsibility for the administration of hostels with hostels becoming a department of the local school under the warden who would be responsible to the Principal. Under this proposal both the Authority and local boards would be abolished. The alternative proposal would have each local board operating separately under the

general overview of the Ministry of Education; each local board would effectively operate as a separate statutory authority having the same relationship with the Ministry of Education as the Authority currently has with the Ministry. A development of this proposal would have seen the local boards and wardens continuing to manage hostels separately from the local high school but continuing to be subject to a co-ordinating authority, in this case the Ministry of Education and not the Authority.

- 3.9 The Committee believes that there must be provision for community involvement in hostels. The alternative to having this involvement represented by a managerial board is to reduce the board to performing an advisory role. In the Committee's opinion, if the local boards of management were reduced to advisory boards only, they might as well be abolished. Local boards are advisory bodies which require considerable commitment by their members, some of whom must travel considerable distances just to attend meetings. Unless these people feel they are having a direct impact on the operations of the hostel it is unlikely that members of the community will be motivated enough to make the necessary commitment.
- 3.10 After a very thorough consideration of the issues involved, the Committee has concluded that the management of hostels and the welfare of students will be best served by the retention of both the Authority and local boards of management, albeit with a number of modifications.
- 3.11 There was no support from either the Ministry of Education or Principals for any proposal which would see Principals assuming a greater role in the management of hostels. The Committee supports the view that hostels and schools must remain separate in order to preserve the "home away from home" atmosphere which all well run hostels should aspire to.
- 3.12 The Committee did not accept that any advantage would flow from reverting to a system under which each hostel operated as a separate entity. This was essentially the system in operation before the establishment of the Authority; it didn't work then and it is even less likely to work now. A co-ordinating authority is essential to the maintenance of standards throughout the State.
- 3.13 The Committee was concerned over whether the Authority or the Ministry of Education would be the most appropriate co-ordinating authority. Despite the failings of the present Authority, the Committee concluded that it should continue to carry out the co-ordinating role because no cost savings could realistically be expected to flow from a transfer of functions to the Ministry of Education to offset the benefits which flow from having a small independent authority caring for hostels. Some arguments in favour of a transfer of the Authority's functions to the Ministry of Education included improved co-ordination between hostel accommodation needs and school planning decisions, and prevention of conflicting advice going to the Minister. The Committee believes that other steps can be taken to improve co-ordination and that there is no inherent disadvantage in the Minister receiving conflicting advice.

RECOMMENDATION 1

The Country High School Hostels Authority should continue to operate as a separate statutory authority responsible for the provision and operation of country high school hostels throughout Western Australia.

RECOMMENDATION 2

The management of high school hostels should remain vested in local boards of management appointed for that purpose by the Country High School Hostels Authority.

- 3.14 Although the Committee believes that the Authority should continue, the Committee believes that there should be changes to the constitution of the Authority. There is considerable concern within the hostel system that some hostels receive "favoured" treatment in their dealings with the Authority. Hostels alleged to receive favoured treatment are those which have representation on the Authority either direct or indirect. The Committee did not find any real evidence to support this view but the perception certainly exists and it is damaging to the Authority.
- 3.15 One particular problem which exists is that regarding Merredin Hostel. Archdeacon Apthorp currently serves as Chairman of the local board and a member of the Authority. Without in any way reflecting on Archdeacon Apthorp, the Committee believes that such a situation is not desirable. Conflicts of interest could easily arise when requests for funding etc are directed to the Authority by a chairman of a board and these requests are considered by the Authority of which that person is a member. Once again, the perception created is one of unfair advantage and, regardless of the reality, it is the perception which is damaging. The same situation would arise should any other member serve in a dual capacity. The Committee believes that potential conflicts of interest should be avoided by ensuring that no member of a local board serves on the Authority.

RECOMMENDATION 3

No person who is a member of a hostel board of management should also serve as a member of the Country High School Hostels Authority.

- 3.16 The Committee also believes that the Hostels Authority Act should require members of the Authority to be appointed on a regional basis to assist in ensuring that each hostel is satisfied that its area's interests will be represented on the Authority. This would simply affirm in legislation what is a fairly recent policy decision by the Authority to assign individual hostels to its members. The Committee considered recommending that the Authority be constituted by a representative of each hostel's natural catchment area however, this would result in an increase in size of the Authority from seven to eleven (on the basis of nine hostel representatives, one Ministry of Education representative and an independent chairman). The Committee believes that an Authority of this size would be too large for efficient administration. The Committee believes that the next best way of ensuring equal representation is to divide the State into four regions, representing the amalgamated catchment areas of various hostels, with one representative from each region being appointed to the Authority along with a representative of the Ministry of Education, an independent Chairman and one other member appointed by the Minister to represent general community interests. Such a person should, in the Committee's opinion, represent the Anglican Church because of that Church's long history of involvement in the hostel system.

RECOMMENDATION 4

The Country High School Hostels Authority Act 1960 should be amended to provide that the Country High School Hostels Authority be constituted by seven members appointed by the Governor on the nomination of the Minister for Education with one member representing each of the North Region (Geraldton and Moora), Central Region (Northam, Merredin and Kalgoorlie), South West (Narrogin and Katanning), and South Coast Region (Albany and Esperance) with each region representing the amalgamated catchment areas of the nominated hostels; one member representing the Ministry of Education; one member representing general community interests; and a Chairman.

- 3.17 Another matter concerning membership of the Authority which requires clarification came to the Committee's attention during the course of its inquiry, that of "co-opted" members. The Authority has had two "co-opted" members in recent times, Mr John Nicholas who was subsequently appointed to the Authority as the member representing the Ministry of Education and Mr Robert McCredlin. The problem

presented by these members is that the Authority has no power to co-opt members. The Authority does have power under section 10 of the Hostels Act to co-opt persons to serve on its staff but this does not include co-opting persons to serve as members:

"10.(3) By agreement with the Public Service Commission, the Authority may for the purposes of this Act co-opt the services of any officer within the meaning of the Public Service Act, 1978 as secretary or as an officer of the Authority ..."

- 3.18 Mr McCreddin has no entitlement to serve on the Authority in any capacity unless appointed to the Authority as a member and this is not possible as there are currently seven members appointed to the Authority, the maximum allowable under the Hostels Authority Act. Consequently, Mr McCreddin's participation in Authority meetings is contrary to the provisions of the Hostels Authority Act and should cease immediately.

RECOMMENDATION 5

The co-opting of members by the Country School Hostels Authority is contrary to the provisions of the Country High School Hostels Authority Act 1960 and it should cease immediately.

A Change of Name

- 3.19 The word "hostel" creates, in the Committee's opinion, the impression of low cost, short term accommodation. The Committee believes that the Authority's hostels are competitive with private accommodation in terms of facilities and management and that a more appropriate title would improve the image and marketability of the "hostels".

RECOMMENDATION 6

The Country High School Hostels Authority should be renamed the "High School Residential Colleges Authority" and all existing hostels should be renamed "Residential Colleges".

- 3.20 The Committee believes that this name would more accurately reflect the services provided by the Authority's hostels and would improve the public perception of the nature and quality of service provided; perceptions which are important factors in the ability to attract fee paying student residents. The removal of the word "country" is consistent with the moves towards the establishment of accommodation in Perth (see paras 5.5 to 5.14). Retention of the words "High School" would prevent confusion with other residential colleges. The change of name at a hostel level would result in, for example, St Andrew's Hostel in Esperance becoming St Andrew's Residential College. Despite this Committee's recommendation, the term "hostel" will be used throughout the remainder of this report because it is the term in current use.

PART 4: MANAGEMENT OF HOSTELS

- 4.1 Management of hostels was one of the major issues before the Committee. In the Committee's opinion there were two basic areas of concern; the apparent confusion over lines of managerial responsibility within the hostel system and the need to develop a strong hostel staff programme to enable improvements in the management of individual hostels.

Lines of Responsibility

- 4.2 In Part 3 the Committee discussed the various elements in the way in which the hostel system is established and administered. The interaction of these elements has produced a considerable degree of confusion in the way in which the hostel system actually operates. This confusion has been exacerbated in the Committee's opinion, by breakdowns in communication between the Authority and hostel management.
- 4.3 One of the major areas of confusion, especially for wardens and staff, but also for local boards, concerns the question of to whom they are responsible. In non-church hostels this question revolves around the respective roles of the Authority and the local board, in church hostels the church itself becomes a participant under the Anglican Church Hostels Statute and this adds to the potential confusion.
- 4.4 The fundamental question asked by many witnesses was, "Who is the employer of staff - the Authority or the local board?" As far as the Authority is concerned there is no difficulty:

"The confusion exists because the boards are confused by the unions... the Authority is the employer and we have the right to delegate that authority."

(Mr Philpott, Authority Chairman - transcript of evidence 11/8/88 at p17)

- 4.5 The Authority's view is simply a reflection of the provisions of the Hostels Authority Act which in section 7(1)(ba)(iii) empowers the Authority to engage and dismiss members of staff and which in section 7(1)(ba)(iv) empowers the Authority to delegate any of its functions to any committee appointed by the Authority i.e. a local board of management. This is consistent with the Letter of Arrangement which provides in clause 1:

"The Local Committee to:

1. *Engage or dismiss staff and pay all accounts incurred in connection with the control and conduct of the Hostel, including the wages and salaries of all members of the staff."*

- 4.6 The difficulties arise in practice because although the Authority's power to employ has been delegated to local boards, the Authority also has, and has used, the power to make its own decisions on any matter delegated to a local board. The situation has arisen therefore where a local board has exercised its power to dismiss under the Letter of Arrangement only to find the Authority exercising its power to override the local board. The inevitable result is that local boards and staff begin to question the worth of the Letter of Arrangement when it can be overridden by the Authority at any time.
- 4.7 There are two other problems arising out of the question of who is the employer. Not all local boards are incorporated bodies. At law, unless incorporated, the local boards have no standing; for all intents and purposes the board doesn't exist, it is simply a collection of individuals. A question therefore exists over whether a delegation of any functions by the Authority to an unincorporated local board, including the power to employ, can be validly exercised. The policy on employment

has also created an unnecessary impediment to the movement of staff within the hostel system. Because the Authority regards itself as having delegated the authority to engage and dismiss staff to each local board, it requires staff moving from one hostel to another to resign from the first hostel and then be hired by the second hostel. As far as the Authority is concerned no right of staff transfer exists. This is not conducive to the most efficient management of what is a small pool of qualified staff.

4.8 The Committee believes that a number of changes could be implemented to clarify the question of employment. These changes are as follows:

- (a) the incorporation of local boards of management;
- (b) making legislative provision for all staff to be employees of the Authority;
- (c) making legislative provision for decisions as to the hiring, firing and suspension of staff to be vested in local boards of management, except when, for any reason, there is no local board of management in which case these functions would vest in the Authority; and
- (d) making legislative provision for salaried supervisory staff to apply to the Authority for a review of a decision by the local board of management to dismiss or suspend that person.

4.9 The Committee believes that these changes would achieve a number of desirable effects. The incorporation of local boards is an essential step to clarify the legal position of local boards and a precondition to the vesting of any real power in the local boards. Making all employees specifically employees of the Authority would clarify the confusion concerning this point and would remove any impediment to transfer between boards because all staff would be employees of the Authority and not of each individual local board. Specifically vesting local boards with the power to hire, fire and suspend would clarify the authority of local boards in relation to staff. While it would not enable boards to do anything which they cannot already do as delegates of the Authority, it would prevent the situation occurring where, because a delegation from the Authority can be withdrawn or overridden at anytime, local boards and staff become confused and uncertain about who has the power to hire and fire. The right of review by the Authority would give supervisory staff the necessary protection against capricious action by a local board. Problems do arise between local boards and supervisory staff, especially where difficulties exist between supervisors and the children of board members. Under the present arrangements this protection can only be given effect to by the Authority asserting its right to make decisions. This occurs without the benefit of any real guidelines. If the Act spelt out the supervisory staff's right of review then local boards and staff would be aware, before any decision was made, that a dismissed supervisor could apply to the Authority. This right of review would, of course, in no way limit the rights of any staff to take any action under existing industrial relations legislation.

RECOMMENDATION 7

The Country High School Hostels Authority Act 1960 should be amended to provide that:

- (a) all local boards of management be incorporated bodies;
- (b) all hostel staff be employees of the Country High School Hostels Authority;
- (c) hiring, firing and suspension of staff be vested in the local boards of management, except where for any reason there is no local board of management in which case these powers should vest in the Country High School Hostels Authority; and
- (d) all supervisory staff shall have the right to apply to the Authority for review of a decision by a local board to dismiss or suspend.

Local Boards of Management: Membership

- 4.10 Section 7(1)(ba)(iv) of the Hostels Authority Act provides that the Authority may appoint committees to manage hostels. As has been mentioned previously, within the hostel system these committees are known as local boards and there are nine such boards in existence. Contrary to the appointment power set out in section 7(1)(ba)(iv) of the Act, the local boards are in reality not appointed by the Authority. In relation to those hostels managed by the Anglican Church, the local boards are appointed by the Church in accordance with the Anglican Church Hostels Statute. In relation to the other hostels the local boards themselves co-opt people on to the board to fill vacancies. The local boards are subsequently affirmed by the Authority, but it would be incorrect to assert that the boards are actually appointed by the Authority.
- 4.11 The Authority has recently issued guidelines to local boards relating to the composition of boards. Those guidelines are as follows:

"The following information is supplied by the Country High School Hostels Authority as a guide to the composition of Local Hostel Boards.

SIZE

The optimum number should be 12 with a minimum of 8 members.

COMPOSITION

The balance of expertise on a board is most important - the members should be drawn from the following disciplines.

Humanities - Church, Community or Service Clubs

Financial - Banks, Accountancy

Business - Business Houses, Shire or Town Councils

Parents - Parent and Friend Organisation or Regional Area Representatives

School - Principal of Local High School or his/her Appointee (Ex-Officio)

If specific expertise is required from time to time then additional invitees can be co-opted.

NOMINATION AND ELECTION

When a vacancy occurs or the annual election is due the Board should invite nominees from those disciplines which they require a specific expertise.

The term of office should be three years with one third of the Board retiring annually.

In nominating or electing representatives of the Board, representation should be seen to be equally distributed and careful consideration should be given to avoiding more than one member of any family sitting on the same Board.

ELECTION OF BOARD MEMBERS

It is a requirement that any elected member must be advised to the Country High School Hostels Authority. An annual advice to the Authority should list board members, office bearers and indicate any changes in office or membership."

4.12 These guidelines indicate that the Authority itself accepts that it does not appoint members of local boards, only that it should be advised annually of the boards' membership. The guidelines do not acknowledge the existence of the Anglican Church Hostels Statute. The guidelines and the provisions of the Anglican Church Statute are actually in conflict as to membership of boards. Notwithstanding this, the Authority does recognise the Church Statute and acknowledges the Church's role. The guidelines must therefore be regarded only as guidelines for non-church hostels.

4.13 The Anglican Church Hostels Statute provides that local boards shall comprise:

"Ex-officio Members:

(i) The Archdeacon of the Archdeaconry in which the hostel is situated, who shall be chairman. The Archdeacon may at his discretion nominate a member of the Board as chairman. In the event of the office of Archdeacon being at any time vacant a chairman shall be nominated by the Archbishop.

(ii) The Rector of the parish in which the hostel is situated.

(iii) The Headmaster of the Government High School, or in his stead the principal Mistress or a member of his staff nominated by the Headmaster.

Elected Members:

One clergyman and one layman or lay woman to be elected by Synod, triennially.

Nominated Members:

(a) One layman and one lay woman, being eligible to sign the form of application for enrolment on Role of Parishioners contained in Schedule 1 of the Parochial Statute 1971 and nominated by the Chapter of the Rural Deanery in which the hostel is situated.

(b) One member to be nominated by the Local Government Authority.

(c) Two members to be elected by the other members of the Board as representatives of the parents of children at the Hostel. The Archdeacon is empowered to appoint from the Board a Vice-Chairman. The Board shall appoint a Secretary. Each Board may appoint from its members an Honorary Treasurer."

4.14 Of the nine local boards in existence, only Narrogin has the recommended optimum membership of 12, the other local boards vary between eight and 11 members. A list of members of local boards as at May 1988 is set out at Appendix 13.

4.15 There are a number of weaknesses in the current procedures for determining membership of local boards of management. Firstly, there is a legal problem in that, at least in relation to boards appointed under the Anglican Church Hostels Statute, and arguably also in relation to all other local boards, the Authority could be said to have failed to exercise the statutory power vested in it by section 7(1)(ba)(iv) in that it acted under the dictation of another (the Anglican Church and the existing local boards) and that consequently the appointments of local boards of management may be invalid. While this may appear to be a technical legal point it is one which might be exploited to the considerable disadvantage of both local board members and the Authority should any legal action be initiated against a local board or the Authority.

4.16 Another problem is that, in the Committee's opinion, the guidelines set out by the Authority provide for a much more rounded local board than do those contained in the Anglican Church Hostels Statute and that these guidelines should apply to all local boards. The Committee is not downgrading the input which Church appointed

members and church involvement bring to hostels, however, given the managerial role of local boards, it is crucial that they have members with business/finance expertise. The Anglican Church Hostels Statute doesn't preclude this of course but neither does it expressly encourage membership of persons with these backgrounds.

- 4.17 The Committee also believes that local boards would benefit from having additional input from the Ministry of Education. All local boards now have the high school principal as a member and many hostels have another member of the teaching staff, usually the Deputy Principal, as a member of the board. However, their involvement is really to help ensure co-operation and co-ordination between the hostel and the school. One of the areas of concern expressed by local boards was the lack of information which they received on Ministry of Education planning and also the lack of support which their hostel received from the Ministry in promoting the hostel among parents of students within the hostel's catchment area. The Committee believes that these problems could be overcome by the appointment of the relevant District Superintendent of Education to each local board. This is the case in Esperance where Mr Peter Browne serves as Chairman of the Esperance Hostel Board of Management. This proposal has the support of the Ministry of Education.

RECOMMENDATION 8

The Country High School Hostels Authority should formally appoint all hostel local boards of management in accordance with the strict requirements of the Country High School Hostels Authority Act 1960.

RECOMMENDATION 9

The Country High School Hostels Authority Act 1960 should be amended to provide that appointments of members of local boards should be on the nomination of the local board where such a board already exists.

RECOMMENDATION 10

The Anglican Church should amend its Church Hostels Statute in relation to membership of local boards to take into account, as far as possible, the guidelines for membership of local boards developed by the Country High School Hostels Authority. The Church Statute should be further amended to provide only for the nomination of members of local boards to the Authority for appointment by the Authority and not by the Church or its officers.

RECOMMENDATION 11

The Country High School Hostels Authority guidelines for membership of local boards of management should be given recognition in the Country High School Hostels Authority Act 1960. In addition to their existing provisions, these guidelines should suggest that the District Superintendent of Education for each hostel's district serve as a member of each hostel board of management, and the number of parent representatives be restricted to no more than one in three of total membership.

- 4.18 The Committee has already noted that hostels and their related high schools are administered as strictly separate bodies apart from the participation of some school staff on hostel boards of management. Although the Committee has recommended that Ministry of Education representation on local boards be increased through participation of the relevant District Superintendent of Education, this should not be taken as accepting or recommending that there should be closer formal administrative ties between hostel and high school. The Committee believes that the separate identity of the hostel is required to maintain the image of "a home away from home" which all hostels must strive to achieve. This view was confirmed by all of the high school principals with whom the Committee met and by Dr L W Loudon of the Ministry of Education.

RECOMMENDATION 12

Other than through participation of the Principal and/or Deputy Principal as a member of the board of management, administration of high schools and hostels should remain separate.

Local Boards of Management: Role

- 4.19 *"I believe the Authority has not provided board members with enough guidance on their roles, particularly as new members are recruited to boards which have been running for a number of years."*

(Member, Kalgoorlie Hostel Board of Management - transcript of evidence 9/5/88 p7)

"I started to come to meetings last year in preparation for taking somebody else's place ... there did not seem to be a book anybody could give me saying, "Here is what board members do."

(Member, Esperance Hostel Board of Management - transcript of evidence 9/5/88 p6)

"I found out everything through trial and error, common sense and asking questions ... there was no material that I could get hold of which clearly defined my function."

(Member, Albany Hostel Board of Management - transcript of evidence 10/5/88 p6)

"I have been involved intermittently with hostel boards for 17 years and on not one occasion have I received from the Authority any indication of what is the role of a board member."

(Member, Narrogin Hostel Board of Management - transcript of evidence 11/5/88 p7)

"This is the first time I have been to this hostel, having just been appointed by the (Anglican) diocese. I have received nothing from the Authority to say what my role is; nothing from the diocese to say what my role is, and no real guidelines on what I should be doing or how."

(Member, Moora Hostel Board of Management - transcript of evidence 10/6/88 p14)

- 4.20 These quotations may appear to labour the point, however, the Committee believes that they do demonstrate how widespread the confusion is among local boards as to what their role is. Given the crucial role which local boards do in fact occupy within the hostel system, this confusion should never have been allowed to develop. In the Committee's opinion this is one of the Authority's major failings. The Authority has recognised the need to address this problem and has included the following advice in its draft management manual:

*"TOWARDS 2000**THE ROLE OF LOCAL HOSTEL COMMITTEES*

Time does not permit this presentation to be a detailed chapter and verse of the precise responsibilities of Local Committees but rather a focusing on those areas of responsibility that are most critical to the continued well being of our Hostel system.

As at today the Act that the Authority operates with is under challenge and one of the areas requiring definition refers to the role of Local Committees and the powers that can be delegated to them.

It has been the desire of the Authority since its inception that Local Committees be appointed to supervise the management and control of our Hostels and the Act needs to reflect this desire.

As our life cycle moves toward 2000 it is prudent that we should audit our system to see that our policies and actions are in harmony with our goals and in keeping with the environment that we are now required to work in.

In this context let us look at some of the guidelines for Local Committees that will enable them to carry out their role.

LEGAL RESPONSIBILITIES

Current indications are that Local Committees have no legal entity and are in fact described as the arms and legs of the Authority. There is however, a personal and individual obligation to exercise good faith, reasonable care and complete integrity in the performance of their office.

SOURCE OF AUTHORITY

A Local Committee derives its authority from the Country High School Hostels Authority who delegate certain functions and responsibilities to them. These Committees comprise personnel from the local Hostel region who are better placed to deal (with) the local issues and formulate policies conducive to local conditions than a centralised body based in the city. The two sources of authority that Local Committees can refer to assist them in their deliberations are thus:

- (A) Country High School Hostels Authority Act 1960 - 1967; and*
- (B) Country High School Hostels Authority Letter of Arrangement.*

The current Letter of Arrangement is a document that I would urge all Chairmen of Committees to have read at least once a year so as to familiarise local committee members and particularly new appointees with the guidelines under which they are to operate. When the current act is revised new guidelines to committees will be issued.

Recent events have illustrated that item 12 of the Letter of Arrangement has not been adhered to ...

DECISION AREA CRITERIA

There is a distinction between the Local Committee and their Wardens' authority for specific action and the following criteria to separate the Committee/Warden roles in decision making may help.

ACCOUNTABILITY

Ultimate accountability to the Country High School Hostels Authority is vested in the Local Committee. The local Warden in turn is accountable to the Committee and initiates action within the boundaries of authority granted by the board.

Part of the difficulty in establishing a clear-cut off point for Committee/Warden decision making roles arises because both are concerned with the functions of management.

It may be helpful therefore to classify decisions into two basic types:

- (A) Idea Decisions: An idea decision involves approval of an idea and tends to form organisational character. It motivates action. Idea decisions prepare an organisation for action within specified and acceptable behaviour patterns. These tend to have long running implications and consequences. Some areas covered in the ideas area include objectives, policies and goals of your Hostel. Idea decisions is the primary concern of the Local Committee.*

(B) Action Decisions: *An action decision specifies the behaviour of the organisation. It results in action of one type or another and this area is the primary concern of the Warden.*

These criteria could be defined further but suffice to say that Local Committees are responsible for the idea decisions which may include an input from the Warden but the carrying out of the action of those ideas is the function of the Warden."

- 4.21 The Committee welcomes the Authority's attempt to explain the role of local board members but it is best regarded as too little too late. The Authority places considerable reliance on the Country High School Hostels Authority Act 1960 and the Letter of Arrangement in explaining to local board members the role which they should play. Neither of these documents is of any great assistance. The Act in fact says nothing about the role of local boards (as mentioned previously, the Act doesn't even refer to boards of management, rather it refers to "committees") other than that the Authority may delegate its functions. Superficially the Letter of Arrangement may seem a more informative document, however, the reliance which local board members are able to place on this document has been undermined by the concern that the Authority can at anytime override the Letter of Arrangement.
- 4.22 The additional guidelines which the Authority has produced are useful but, in the Committee's opinion they are not sufficiently detailed.
- 4.23 The Authority has also claimed that the local boards themselves should take responsibility for advising new members. The Committee does not accept this. Local boards obviously must play a role in advising and educating new members, however, the Committee believes that the information on which this advice is based should be prepared and provided by the Authority to ensure uniformity and accuracy. The Committee also believes that this information should not be buried in the management manual but should be contained in a separate leaflet or booklet setting out the roles to be played by the Authority, the Board and the Warden. The document should be written in a plain english style without relying on wholesale quotations from the Hostels Authority Act or other documents but with appropriate references so that members know where to obtain more detailed information should they require it. This document should be provided to local boards which should be responsible for ensuring that each new member receives a copy prior to attending their first meeting.

RECOMMENDATION 13

The Country High School Hostels Authority should prepare a separate leaflet, written in plain english, setting out the roles of the Authority, local board members and hostel wardens for distribution by local boards to new board members.

Staff

- 4.24 The other essential element in the management of hostels is the staff. Hostel staff are divided into two basic categories, domestic and supervisory. Clerical staff provide a small third category. Domestic staff include gardeners, cleaners, cooks, and kitchen and laundry assistants. Supervisory staff are responsible for the supervision of students. There are three levels of supervisory staff - supervisor, senior supervisor and warden, who in addition to fulfilling the function of day to day management, also carries out supervisory functions. Table 1 sets out the numbers of staff employed within the hostel system by occupation.

Table 1Hostel System Staff Numbers

<u>Occupation</u>	<u>M</u>	<u>F</u>	<u>Total</u>
Ancillary	2	33	35
Cooks	-	15	15
Clerical	-	8	8
Supervisors	18	22	40
Senior Supervisors	2	6	8
Wardens	8	1	9
	<u>30</u>	<u>85</u>	<u>115</u>

- 4.25 The staff employed in hostels tend not to have specialist qualifications and there is also a fairly high turnover rate especially among supervisory staff as Tables 2 and 3 illustrate.

Table 2Hostel Staff - Qualifications

<u>Qualifications</u>	<u>M</u>	<u>F</u>	<u>Total</u>
Year 10 or less	8	58	66
Year 12	12	11	23
Certificate/Diploma	9	13	22
University	1	3	4

Table 3Hostel Staff - Length of Service

<u>Years Service</u>	<u>M</u>	<u>F</u>	<u>Total (%)</u>
less than 2	12	33	45 (39)
2 - 5	9	24	33 (29)
5 - 10	7	14	21 (18)
more than 10	2	14	16 (14)

- 4.26 Staff employed by the Authority are employed in accordance with separate awards and not in accordance with the provisions of the Public Service Act.
- 4.27 The major area of concern in relation to staff is establishing and preserving high quality staff. Staff are, in the Committee's opinion, the life blood of the hostels system. Without competent, motivated, caring staff, the best facilities in the world will not create a viable hostel. There are numerous examples in the hostel system where poor staff have seriously damaged the reputation of hostels leading to dramatic loss in student numbers. Parents are quick to take action to protect their children's best interests. The damage done to hostels can be long lasting because of the length of time necessary to re-establish the trust of parents of potential residents.

- 4.28 There are three important elements to the establishment and retention of quality staff:
- (a) selection;
 - (b) training; and
 - (c) job satisfaction.
- 4.29 Selection of supervisory staff for hostels follows the hit and miss principle. There are no specific qualifications for employment at any level within the the hostel system. Selection of wardens and senior supervisors is aided by the fact that there is a pool of experienced people at each level below these positions. For supervisors, there is no such pool except when a transfer is available. Vacancies are advertised publicly by local boards and also within the hostel system. The Office of Redeployment and Training is also advised of any vacancies. This has proved a fruitless exercise, which is not surprising given the nature of the supervisor's job. The precise method of selection varies between hostels but selection ultimately depends on impressions.
- 4.30 Katanning Hostel has implemented a system of trainees which goes a long way towards addressing the problem of having to select supervisory staff without any real guide to their suitability. Under this system some students resident at the hostel are invited to stay on at the conclusion of their high school studies to serve as trainee supervisors. To date, some of these trainees have stayed on to join the hostel staff on a permanent basis and others have left, but there is the possibility of those trainees returning to the hostel service at some later stage when their background and training would be of significant benefit.
- 4.31 The Committee believes that the trainee system at Katanning is worthy of both commendation and encouragement. The system could, and should, be introduced at other hostels so as to produce trainees exposed to a variety of management styles.

RECOMMENDATION 14

The system of trainee supervisors operating at Katanning Hostel should be supported and its extension to other selected hostels should be actively encouraged by the Country High School Hostels Authority.

- 4.32 Training of staff appeared to be a somewhat contentious issue. The Authority was of the view that it had made serious efforts to implement staff training but that there had been considerable resistance from staff and that the Authority lacked the resources to carry out major training programmes:

"The Authority has attempted to hold several State-wide training seminars. They proved to be unwieldy because of the costs of bringing all staff to one place. Staff also found it unacceptable. With the advice of the people who staged these events who told us we were wasting our time and money, we decided that training should take place at the hostels where staff did not feel too paranoid about participating in such events. Since then the Authority has charged boards of management to conduct these training seminars annually and some boards of management have taken up that challenge. However, others have seen fit not to."

(Peter Bachelard-Lammas, Administrative Officer, Hostels Authority - transcript of evidence 11/8/88 at p 20)

- 4.33 Hostel staff and local boards were derisory in their comments about the Authority's attempts at staff training, most felt that training was non-existent. As the quote from Mr Bachelard-Lammas indicates, responsibility for training has in recent times been left with local boards. The Committee does not believe that it is acceptable or

practical to leave training to local boards. Small hostels, and those in small communities, do not have the resources to provide adequate staff training. One of the reasons for having a centralised administering authority is its ability to attend to the major problems which face hostels and training is one such problem.

- 4.34 The Authority has recognised the need to improve training. A draft training programme was developed during the course of the Committee's inquiry. The programme is an extension of the trainee supervisor scheme developed at Katanning Hostel; a programme for which the Committee has already expressed its support (see paras 4.30-4.31 above). The proposal is as follows:

"For three terms of the year, 1st-2nd and 3rd one male and one female supervisor will be resident at Katanning for one complete term. During that period the suggested training time-table would be achieved. The supervisor would then return to his/her own hostel.

During such training there would be the need for the Board of Management to consider how to cover for the loss of a staff member for the period of a term.

One possibility could be the appointment of temporary staff to cover, or the selected hostel providing the training to transfer a staff member on an exchange basis.

These and no doubt more aspects of the scheme need careful consideration. However, it is felt such problems could be overcome if the desire is there."

- 4.35 The suggested training programme is set out at Appendix 14. The proposal has merit in that it is based on the utilisation where possible of existing resources. However, this is still very much a preliminary programme. The Committee believes that this sort of proposal should have been developed several years ago.
- 4.36 The Authority's training proposal does not really deal with the provision of training from outside the hostel system. The Authority recommended to the Committee that provision should be made for an increase in the Authority's staff ceiling to allow for the appointment of a full-time training officer. The Committee is of the view that the Authority should first seek greater co-operation with the Ministry of Education in order to gain access to qualified staff within the Ministry before embarking on the costly exercise of employing additional full-time staff.

RECOMMENDATION 15

A relevant staff training programme should be implemented by the Country High School Hostels Authority as a matter of priority.

- 4.37 Job satisfaction is an important element in the retention of qualified staff. There is an accepted correlation between job satisfaction and turnover of staff. The relatively high turnover figures identified in Table 3 indicate that there are problems in the area of job satisfaction. Supervisory jobs are emotionally demanding and not everyone is suited to them. The hit and miss selection process which the Committee has already outlined is likely to result in the employment of unsuitable persons so producing a higher turnover than might be expected in positions where a recognised qualification exists. Turnover is also likely to be increased because of the fact that all hostels are in country areas and younger supervisors may fall for the allure of city life.
- 4.38 Two matters raised by staff with the Committee as impacting on job satisfaction were the hours of work required of supervisory staff and the need for a career path. Dealing with the second of these matters first, the Committee believes that a career structure has now been established within the system with staff able to move from Supervisor to Senior Supervisor to Warden. Indeed there are several examples where that advancement has taken place. The speed with which this progression takes place

depends in part upon opportunities and the willingness of staff to move between hostels. Hours of work is a difficult issue in that live-in supervisors are on-call. The job by its very nature requires long hours and only those staff prepared to put in those hours are likely to stay in the system. The hostels all depend on staff voluntarily working on days off. The area of concern is the maintenance of viable supervisor/student ratios at all times under present funding arrangements the staffing of local boards has been kept to a minimum resulting in serious demands on staff time. In the long term, even with the most dedicated staff this is damaging to staff morale. The Committee believes that its recommendation in relation to the future funding of supervisory staff salaries (see para 6.19) should assist hostel boards to maintain staff levels.

Communication - A Management Problem

- 4.39 The Committee believes that one of the real problems affecting the management of hostels is poor communication between the Authority and local boards of management. There have been numerous examples brought to the Committee's attention during the course of this inquiry of breakdowns in the lines of communication between local boards and the Authority. These breakdowns have produced tensions which should not have existed and have made other problems worse. Communication is undoubtedly an area which requires the immediate attention of the Authority.
- 4.40 Some examples of these communication problems will serve to illustrate the basis for the Committee's concern.

- (a) *"I believe the relationship is okay, except from the communication point of view. That is the reason we have requested the Minister to appoint somebody from the board to the Authority."*

"When we decided to upgrade the furniture at the hostel at the expense of the local board - the Authority had told us that no money was available - we had more problems with the Authority. The furniture had served us well over the years but had deteriorated to the extent that it needed to be replaced. The board was embarrassed by it and after continual requests to the Authority we were told that it did not have the money to replace it. We decided to fund it from our funds. We asked for a copy of the tender document so that we could offer advice on the upgrading of the furniture to suit our local needs. We received a letter from the Authority which stated that the Authority had decided that it would not be prudent business practice to forward job specifications to outside parties. We were offended by that; we did not consider that we were an outside party because we were footing the bill. We did not want to have any final say in the making of the decision. All we requested was to be allowed to have an input into the decision. We requested a shelf be repaired that was not hinged properly, a mirror in the girls' section - a few things that we felt, through local knowledge, needed to be done. We were not given that opportunity and we were disappointed."

(Member, Narrogin Hostel Board of Management - transcript of evidence 11/5/88 at pp 2 and 3)

- (b) *"We are told that wardens are not recognised by the Authority - in other words at Authority level they will not recognise correspondence signed by (a warden) yet I find that people at Authority level can come back and criticise (a warden) for something that is signed by the Chairman."*

(Transcript of evidence)

- (c) The Authority's difficulties with the Moora Hostel have been exacerbated by the Authority breaking its own policy of not dealing directly with wardens but rather communicating matters to the local board.
- (d) The problems between the Authority and the Esperance Board of Management which led to the dismissal of the majority of the Board in 1987 must be regarded in part as a result of poor communication.
- (e) On two occasions poor communication has produced tensions between the Authority and the Albany Board of Management. There was considerable, and embarrassing, delay in the Board being formally advised of the closure of the Priory. The Board was also led to believe that proceeds from the sale of the Priory would be directed towards improvements to Amity Hostel. The Authority should have been aware that this was contrary to Government policy and the Board should not have been allowed to operate under an invalid assumption for so long.
- (f) Many boards of management advised the Committee that difficulties in communication with the Authority had led to them insisting in having all instructions and advice in writing before they would act on them (something made possible by the installation of facsimile machines in all hostels - ironically the Authority's decision to install these machines without seeking the views of local boards is cited by boards as another example of a breakdown in communications).

4.41 Effective management of hostels requires maintenance of high levels of trust between the Authority, local boards and wardens. Failures in communication have damaged this trust. Action must be taken by the Authority to improve communication with local boards and wardens.

RECOMMENDATION 16

The Country High School Hostels Authority should give priority to improving its communication with local boards and wardens and a consistent approach should be maintained at all times.

PART 5: THE ADEQUACY OF HOSTEL ACCOMMODATION

- 5.1 The Authority operates its hostels under nine boards of management. The boards of management in Geraldton (Dellahale and John Frewer), Katanning (St Andrew's and Reidy House), and Northam (Adamson House and St Christopher's) are each responsible for the administration of two physically separate hostels.
- 5.2 The Authority has previously operated hostels in Albany (the Priory); Bunbury, Carnarvon and Port Hedland all of which have been closed for financial reasons.
- 5.3 The hostels vary considerably in student numbers, standards of facilities and financial performance. Table 4 sets out the student numbers in the hostels operated by the Authority over the period 1977-1988.

Availability of Hostel Accommodation

- 5.4 As Table 4 illustrates, there is, on a Statewide basis, a surplus of hostel beds with 85% of total bed capacity being occupied at the commencement of 1988. This situation has existed for a considerable period of time although some hostels such as Narrogin and Katanning have been required to establish waiting lists for particular years when demand for accommodation at those hostels has exceeded supply. The number of places provided in the hostel system are therefore more than adequate. The arguments which have arisen over the provision of hostel accommodation have concerned the location of hostels. Two particular issues exist: whether there be hostel accommodation in Perth for country students and whether there should be hostel accommodation provided at the local, as well as the regional, level.

Table 4

Country High School Hostels Occupancy 1978-1988

	Attendance											Bed Capacity	% of Bed Capacity Occupied
	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988		
Albany [1]	42	29	43	45	38	56	60	63	80	61	61	72	85
Esperance	88	87	64	48	36	44	58	86	71	69	80	80	100
Geraldton [2]	168	157	136	167	144	139	152	151	147	159	151	165	92
Kalgoorlie	0	0	0	0	0	0	0	0	14	12	16	30	53
Katanning [3]	90	92	110	111	99	107	110	118	117	124	139	140	99
Merredin	122	85	58	56	57	49	50	67	76	84	63	96	66
Moora	60	61	71	74	66	69	80	82	76	80	58	76	76
Narrogin	190	200	172	174	174	182	204	251	255	258	238	248	96
Northam [4]	223	183	165	178	162	142	141	139	123	128	129	190	68
Total	983	894	819	853	776	788	855	957	959	975	935	1097	85

- Notes:
- [1] Includes both Amity House and the Priory.
 - [2] Includes both Dellahale and John Frewer.
 - [3] Includes both St Andrews and Reidy House.
 - [4] Includes both St Christophers and Adamson House.
 - [5] No figures for Port Hedland Hostel.

A Metropolitan Hostel?

5.5 The Authority provides no hostel accommodation in the Perth metropolitan area. The only hostel accommodation provided in the metropolitan area (as opposed to private boarding school accommodation) is that provided by the Anglican Church at Swanleigh Hostel which is situated 14 kilometres east of Perth at Middle Swan. Swanleigh has a capacity for 344 boarders, 172 girls and 172 boys, making it considerably larger than Narrogin Hostel, the largest country high school hostel with a capacity of 248. All students residing at Swanleigh come from outside the metropolitan area and attend Governor Stirling Senior High School.

5.6 One of the proposals which received support in submissions to the Committee was the establishment of a hostel in Perth, operated by the Authority, to provide accommodation for country students participating in specialist high school courses only available in metropolitan high schools. This proposal was supported by the

Isolated Children's Parent's Association, the WA Council of State Schools Organisation and the Authority.

- 5.7 The Authority has already taken steps to establish a metropolitan hostel; it had unsuccessfully sought to obtain the use of the former Melville Rehabilitation Centre and a proposal is currently before the Minister for Education for the Authority to take over management of Noalimba Hostel.
- 5.8 A private proposal for student accommodation in the metropolitan area has also been developed by the Victoria Park Rotary Club in conjunction with the Kent Street Senior High School. The proposal involves the construction of a 48 bed accommodation unit adjacent to the high school to provide accommodation for students attending the specialist programmes offered by Kent Street Senior High School (cricket and aeronautics) with provision for accommodating students attending other specialist courses at different high schools. The proposal has not determined how the facility will be managed although the intention is not to offer the same level of facilities and supervision as is provided at Authority hostels.
- 5.9 There has been no detailed assessment of the number of students who would attend a metropolitan hostel. The Ministry of Education has produced an estimate of between 70-80 which is a convenient number given that this equates with the student occupancy required for a hostel to operate at break-even. There are obvious difficulties in assessing demand for such accommodation because the current lack of accommodation is in itself a deterrent to country students seeking to participate in the special education courses.
- 5.10 The argument in favour of establishing a metropolitan hostel is that country students whose parents cannot afford the cost of private board are being denied the opportunity to participate in specialist courses because those courses are only available in metropolitan high schools. This is undoubtedly correct.
- 5.11 There are, however, problems associated with the proposal, in particular, the effect such a hostel might have on existing hostels and schools:

"I have real fears about metropolitan hostels, looking at the health of other country hostels, and particularly at the health of country high schools. If we have a school the size of Merredin or the size of Katanning, they are only marginally feasible now, because their numbers are small. If you take the number of students who attend the hostel, they probably fall below the desirable size for a high school, if you are to provide a decent range of courses. You can provide a decent range of courses if class size is not important. If you are to try to provide a reasonably comprehensive range of courses at the upper school level, and a reasonable degree of choice at the lower school level, you need a high school of fairly substantial size. Those two I have already mentioned are trembling on the limit now. Places like Mt Barker are even more marginal."

(Dr L W Loudon, Chief Executive Officer, Ministry of Education - transcript of evidence 4/8/88 at p5)

- 5.12 Other problems associated with the proposal are:
- (a) any new facility would impose additional costs on the hostel system, both capital and operating, especially if the hostel was unable to attract sufficient students to operate and break-even;
 - (b) because of the way in which specialist courses are spread throughout the metropolitan area, at least some students staying at one hostel, no matter where it was located, would have to undertake considerable travel to and from school with all the attendant disadvantages (and, unfortunately, risks) which that entails; and

- (c) a metropolitan hostel is likely to have more discipline problems than those in country areas, following a trend which seems to exist in those hostels located in the larger rural centres.
- 5.13 An additional advantage which would accrue from a metropolitan hostel would be in the area of staff training and staff rotation. A residential hostel in the metropolitan area would allow hostel staff to attend training courses in Perth where a multitude of training resources exist. It is even feasible, on a long term basis, that such a hostel could offer on site training courses for all persons involved in residential care whether or not within the country hostel system. The offer of a period in a metropolitan hostel might also assist in retaining supervisory staff. Many of the hostel system supervisors are young men and women for whom the city holds considerable attraction. At present the hostel system requires them to serve their entire career in the country. Rotation into a metropolitan hostel for a period may encourage some younger staff members to stay within the system rather than to leave.
- 5.14 On balance, the Committee believes that the merits of a metropolitan hostel outweigh the disadvantages. However, because of other priorities, the Committee does not believe that Authority funds should be expended on the construction of a new metropolitan hostel. The alternatives to the Authority obtaining a pre-existing site, such as Noalimba, is for the Authority to enter a joint venture arrangement with the Victoria Park Rotary Club for the establishment of a facility at Kent Street High School. This is the preferable alternative because there is no justification for having two metropolitan hostels for high school students. A joint venture would be to the benefit of both parties. The Rotary Club involvement would assist with meeting the costs of establishment, and possibly running costs as well, and the Authority could contribute to the management of the hostel. If the Kent Street proposal were to serve as the sole metropolitan hostel its bed capacity would need to be increased from 48 to approximately 80. Authority involvement would increase running costs because the hostel would have to operate with the same level of supervision as exists in other Authority hostels. This increase would be offset by the increase in bed capacity and the higher level of supervision is likely to prove attractive to parents of potential residents.

RECOMMENDATION 17

The Country High School Hostels Authority should enter into negotiations with the Rotary Club of Victoria Park and Kent Street Senior High School with a view to forming a joint venture to establish a hostel adjacent to the Kent Street Senior High School for country students attending specialist courses at Kent Street and other senior high schools.

RECOMMENDATION 18

Any hostel established in the metropolitan area should be of sufficient bed capacity to enable financial viability.

RECOMMENDATION 19

In determining eligibility for residence in a metropolitan hostel, preference should be given to isolated students participating in specialist courses and care should be exercised to ensure that the impact on existing country high school hostels is minimised.

RECOMMENDATION 20

If the Kent Street Senior High School hostel proposal proceeds, the Country High School Hostels Authority should not establish a separate metropolitan hostel. If the Kent Street Senior High School hostel proposal does not proceed, the Country High School Hostels Authority should establish a metropolitan hostel for country students participating in specialist courses where a suitable pre-existing site can be obtained.

Swanleigh Anglican Hostel

- 5.15 Swanleigh is administered by a 14 member governing council comprising the Archbishop of Perth, two members appointed by the Archbishop, two members appointed by the Perth Diocese, six members appointed by the Anglican Church Synod, two members appointed by the Council itself and the Director (equivalent to the Warden at country high school hostels) *ex officio*. The Authority has no connection with Swanleigh.
- 5.16 It has been suggested by Swanleigh that if any funds are to be spent on metropolitan hostel accommodation they should be spent at Swanleigh to take full advantage of its existing facilities. The Committee doesn't believe that Swanleigh is suitable for additional accommodation for country students attending specialist courses. The hostel is already considerably larger than what the Committee regards as a maximum desirable size for a hostel and Swanleigh is poorly located as far as transport of students to specialist courses is concerned. Swanleigh's counter proposal; that more specialist courses should be focused on high schools within the eastern suburbs is, in the Committee's opinion, unrealistic in view of the established nature of existing programmes and the concerns over the size of Swanleigh's existing student population.
- 5.17 The real concern underlying Swanleigh's proposal is access to government financial support. It is a concern with which the Committee has some considerable sympathy. Funds for Swanleigh Hostel are provided by student fees and from receipt of the State Government's \$3 per student per school week grant which is also paid to country high school hostels. A \$24 per day subsidy is also paid to the Hostel by the State Government to subsidise the cost of bussing students to and from Governor Stirling Senior High School (a distance of approximately 6 km). In addition, the Hostel has access to some bequest funds.
- 5.18 The Hostel occupies a very attractive location between the Swan River and Jane Brook and enjoys excellent sporting facilities. However, the buildings which make up the Hostel are, for the most part, very old, with some dating from the mid nineteenth century. Because of the age of the buildings, maintenance costs are high and major structural repairs are necessary. Replacement of many of the existing buildings is necessary. This is beyond the financial capacity of the Governing Council. It is the Committee's opinion that unless significant funds are injected into the Hostel within the next five years its future will be jeopardised. This would result in the loss of a major asset to the educational system of this State with significant detrimental consequences for country based students and for Governor Stirling Senior High School (given that 340 of the 1100 students attending that High School reside at Swanleigh).
- 5.19 One means of Swanleigh attracting government financial support is for the hostel to come under the umbrella of the Authority. This has already been rejected by the Swanleigh Council after negotiations with the Authority. If nothing further is done this may be the only alternative left.
- 5.20 The Committee believes that Swanleigh is worthy of government support and assistance. It has provided a major amenity for many years, its loss would have serious repercussions for rural families and for Governor Stirling Senior High School. Expenditure of funds on Swanleigh would be considerably more economical than would be the cost of constructing a replacement or waiting any longer so that existing facilities deteriorated to the point where renovation was no longer practical.

RECOMMENDATION 21

The Government should examine the financial requirements of Swanleigh Hostel and make a grant of funds to the hostel sufficient to ensure its long term viability as an independent metropolitan hostel.

A Bunbury Option

- 5.21 An alternative to the development of a metropolitan hostel was put to the Committee by Dr L W Louden, Chief Executive of the Ministry of Education:

"I have put an alternative proposition to the Minister for Education which says it seems to me that if Governments are dinkum about decentralisation what we should be doing is trying to provide an opportunity for youngsters to get those programs in country locations and the obvious place so far as I am concerned is at Bunbury where there are three high schools, where it is the centre of the largest country region in Western Australia, and where there is a good hostel which has been standing empty for six or eight years, I think. I have put a proposition to Dr Lawrence that we should look at establishing a program of academic extension at the Australind High School to build on the highly successful theatre activities taking place at Newton Moore High School, through the MESH Theatre, by providing both dramatic and music classes."

(Transcript of evidence 4/8/88 at p5)

- 5.22 This Bunbury option also has merit. It would provide for the utilisation of the presently unused Bunbury hostel; it would make provision for students from country areas; there would be less travel involved for students than in Perth because of the proximity of the three Bunbury high schools; and it would assist in achieving general decentralisation proposals. However, the following problems occur to the Committee:

- (a) unless there is a commitment by the Government to the contrary, the range of specialist courses on offer would not equal those available in Perth;
- (b) Bunbury is not as well located as Perth either geographically or in terms of transport routes, for country people and this could adversely affect parents and students;
- (c) the collateral benefits in relation to staff training and rotation which the Committee believes could come from a Perth hostel would be considerably reduced; and
- (d) the proposal would not avoid Dr Louden's main criticism of a metropolitan hostel which was that country students would be attracted away from existing country hostels and high schools.

- 5.23 The Committee believes that a metropolitan hostel carries more benefits than one in Bunbury and that priority should be given to a hostel in Perth. This is not to say that the Committee would not support the establishment of a specialist hostel in Bunbury if there was a concurrent commitment to establish a full range of specialist courses at the Bunbury High Schools. In fact, at least in the longer term, the proposals for a Perth hostel and a Bunbury hostel are not mutually exclusive.

Cottage Hostels

- 5.24 All of the hostels operated by the Authority operate on a seven day basis; that is, students are accommodated at the hostels on weekends as well as during the school week, but not during school vacations. In a number of hostels it is quite common for students to return home on weekends but it is rare for this to be encouraged on a regular basis and there is no reduction in fees where students do not spend weekends at the hostel.
- 5.25 A suggestion which has been put to the Authority in the past and which was also put to the Committee was for the establishment of smaller 5 day/4 night - or so called "cottage" - hostels. These hostels would accommodate students from Monday morning to Friday evening and students would spend Friday night and weekends at home.

- 5.26 The Lake Grace community has been particularly active in its attempts to secure such a hostel and the Mt Barker community has established its own hostel; the Plantagenet Hostel which was visited by the Committee.
- 5.27 The Authority developed a feasibility study for a cottage hostel in 1986 based on a large house style unit to provide accommodation for 12 students and a married supervisory couple, with provision for construction of multiple units where demand warranted it. The study was based on the provision of government or other land at no cost to the Authority and a design suitable for easy conversion to other uses to assist in disposal of the hostel in the case of a downturn in demand for accommodation.
- 5.28 The essential stumbling block to the establishment of cottage hostel is one of cost. The Committee accepts that under current operating conditions such hostels cannot be operated by the Authority other than at a loss. If these hostels were to be operated by the Authority they would further erode the hostel system's financial position to the detriment of existing hostels. In addition, they would be taking students from the catchment areas of existing hostels and only Narrogin and Katanning hostels could afford this competition.
- 5.29 Cottage hostels do have considerable attractions: they enable families to spend more time together (an economic consideration in some areas where the children's labour is an important aspect of farm operations) and they provide support for smaller communities and schools. Nonetheless, the Committee believes that within existing financial constraints cottage hostels are not a viable concern for government operation and that the costs involved in establishing and operating such a hostel for 12 students would be better spent on the existing hostels with their 900 students. However, it is for the Government to decide whether the other benefits warrant making available, on a continuing basis, the additional funds necessary to support such hostels. One avenue which the Committee does recommend as suitable for government action is the favourable consideration of proposals by local committees to utilise government land or buildings for cottage hostels.

RECOMMENDATION 22

The Committee recommends that, while the Government should give favourable consideration to requests from community based cottage hostel committees to utilise government land or buildings, under the current financial situation the Authority should not become involved in the operation of cottage hostels.

Agricultural High School Hostels

- 5.30 In addition to those high school hostels provided by the Authority, there are six agricultural high school hostels provided by the Ministry of Education. These hostels are:
- * Cunderdin Agricultural College
 - * Denmark Agricultural District High School
 - * Gnowangerup Agricultural School
 - * Harvey Agricultural Senior High School
 - * Morawa Agricultural District High School
 - * Narrogin Agricultural College
- 5.31 These agricultural school hostels accommodate 374 students. A fee of \$3,500 is charged although it has been announced that by 1990 agricultural college fees will be the same as that set by the Authority. Fees received by agricultural hostels are paid

directly into the Consolidated Revenue Fund and the hostel operations are funded directly by the government at a cost in the 1987/88 financial year of \$1,540,308.

- 5.32 The Authority recommended to the Committee (and also to the Legislative Council's Select Committee on Agricultural Education) that it should become responsible for the administration of agricultural hostels. The rationale behind this recommendation is that economies of scale would result from the unified management of all government provided secondary school hostel accommodation.
- 5.33 The Committee put this recommendation to Dr L W Loudon of the Ministry of Education; he was opposed to it for the following reasons:

"I think that the management of the agricultural high schools, and particularly the agricultural colleges, is such that there will not be two agricultural high schools for much longer. We already made Cunderdin and Narrogin Colleges so that they are separate from the high school component.

My view is that if we are to use Harvey effectively we need to separate its administration from the administration of the high school. While it remains part of the high school it will do the high school part well, but I do not think that we can afford to have ... Harvey tied so closely to the high school because while it is we will make little use of it for TAFE, for upgrading farmers who are presently working, and so on."

"I do not think there is an argument of scale or anything like that which makes it a winner to bring them together. This is one of the things we have looked at in a substantial policy paper which has been developed."

- 5.34 The Ministry of Education has considered the transfer of these hostels to the Authority but has formed the view that no financial advantage would accrue. The Committee has not conducted its own examination of agricultural high school hostels; their administration is a matter outside the Committee's jurisdiction. As a consequence, the Committee feels unable to make a recommendation on this matter.

Single Sex Hostel Accommodation

- 5.35 Recent changes to hostels have meant that only in Geraldton is there separate hostel accommodation for boys and girls. The girls' hostel in Albany, the Priory, was closed by the Authority at the commencement of 1988 and the separate hostels in Northam are in the process of conversion to accommodate both sexes. This does not of course mean that dormitory accommodation is not single sex, rather that the same general dining and recreational areas are used by both boys and girls.
- 5.36 There has been some concern expressed over the removal of the single sex option by parents and the Committee understands why some parents would prefer that their daughters, in particular, should live in an all girl environment. However, maintaining single sex hostels is a costly exercise, one which the hostel system can not afford under present circumstances. The Committee was not made aware at any time during the course of its inquiry of any real problems arising out of mixed sex hostels, indeed, many witnesses were strongly in favour of mixed sex hostels. In the Committee's opinion this is not an issue on which it should make any recommendation.

Standards of Hostel Accommodation

- 5.37 The Committee visited each of the Authority's hostels and viewed the student and staff accommodation. The standard of student accommodation was similar throughout most hostels with students being housed in dormitory wings with furniture placed so as to provide cubicles for students opening on to a central passage

- way. Each student is provided with a bed, wardrobe and study unit. Some hostels are able to provide accommodation in smaller rooms for from two to six students. Northam, and to a lesser extent Narrogin Hostel, provides separate room accommodation. In all cases, the more private rooms are reserved for Year 11 and Year 12 students, particularly for head boys/girls and prefects.
- 5.38 The numbers of students within dormitories varies considerably from hostel to hostel depending on overall student numbers. Standards of furniture also varied considerably between hostels, however, overall the Committee was satisfied that the standards of accommodation were acceptable. As a comparison, the Committee believes that all of the Authority's hostels provided physical accommodation of a much higher standard than that available at Swanleigh Hostel in Perth.
- 5.39 There is a movement away from large dormitory wings in hostels to smaller rooms catering for from four to six students. Albany Hostel provides an example of this with one of the girls' dormitory wings being converted into a series of separate rooms by the erection of dividing walls across the dormitory and a new passage way down one of the former dormitory's outside walls. The initial plans for the proposed Morawa Hostel provide further evidence of the move away from dormitory accommodation by making provision for a series of two bed rooms.
- 5.40 The standard of accommodation provided to students at hostels is fundamental to the welfare of students and the ability of the hostel to attract students. Apart from comments about furniture, the Committee believes that the current standard of sleeping accommodation is acceptable. The only note of caution the Committee would sound is that care should be exercised in providing non-dormitory accommodation. While this accommodation has its attractions, it is expensive and also impacts on the ability of supervisors to provide the standard of supervision required. In the Committee's opinion, non-dormitory accommodation should be restricted to senior students who have the need, through greater study demands, and the necessary maturity to justify the use of this style of accommodation.
- 5.41 In contrast to student accommodation, there are considerable variations in staff accommodation. All supervisory staff are employed on a live-in basis, including wardens; accommodation is part of the employment package. The Committee has already noted that staff are the single most important element in establishing a viable hostel. Staff accommodation is an important factor in maintaining a satisfied and motivated staff.
- 5.42 Esperance Hostel was by far the worst example of staff accommodation which the Committee saw. The warden's accommodation was such that it was impossible to employ a married person with a family simply because of the small size and dreadful location of the warden's flat. Similarly accommodation for supervisors was cramped (with two male supervisors sharing a demountable unit) and poorly located (in one instance directly adjacent to the kitchen). The poor standard of this accommodation has been recognised by the Authority. The Committee has reason to believe that funding will be made available for improvements to be undertaken in this financial year (1988/89) to the staff accommodation at Esperance. Other variations exist between hostels, particularly in relation to wardens' accommodation with some hostels such as Narrogin, Katanning, Northam and Geraldton providing the warden with a separate house and others providing the warden with a flat. This disparity (particularly the house at Narrogin which is of a considerably higher standard than other wardens' accommodation) has caused some resentment among wardens and has also affected the capacity of some hostels to employ staff.
- 5.43 There is also considerable variation between the nature and standard of recreational facilities provided at hostels. The two outstanding hostels in this regard are Narrogin and Katanning. Both have excellent facilities. Narrogin benefits from its advantageous financial position and this is reflected in the amenities available to

students. Katanning Hostel is a magnificent example of self help, with many of the facilities being the result of the initiative of the warden and students (an example being the very well set out cinema which serves as a community entertainment facility). Most hostels do have basic recreational facilities.

- 5.44 The variation in standards of facilities is considered in conjunction with the Authority's capital works programme in Part 6.

PART 6: FINANCIAL ISSUES

Fees and Other Income

- 6.1 The primary source of income for hostels comes in the form of student fees. In 1987 total hostel operating revenue was \$3,495,324 of which \$3,298,538 or 95% was generated by student fees. In accordance with the Letter of Arrangement, the fees are set by the Authority. However, the Authority only sets a maximum fee, individual hostels may charge a lower fee if doing so would still permit the hostel to break-even. The maximum fee for 1988 set by the Authority is \$3,800 per annum. (Appendix 5 provides a comparison of 1988 boarding fees.) Fees collected by hostels are kept by those hostels, there is no pooling of funds.
- 6.2 Fees are payable in quarterly installments at the commencement of each of the four school terms. There are no variations in the fees charged according to the age of the student and no reduction is available where the student returns home for weekends.
- 6.3 As can be expected, the collection of fees occupies a considerable deal of administrative time for each hostel. Non payment of fees is a problem; the ultimate sanction available is exclusion of the student from the hostel, one which many hostels are reluctant to take.
- 6.4 The other major source of revenue for hostels comes in the form of Ministry of Education funding paid at the rate of \$3 per student per school week (42 weeks in a school year). This funding is direct State aid for the operation of each hostel. In 1987 a total of \$119,454 was paid to hostels by way of per student grants, representing 3.4% of total hostel operating revenue.
- 6.5 In addition to these two sources of operating revenue, each hostel conducts its own fundraising activities throughout the year to supplement operating revenue. The range of activities undertaken varies from walkathons and sponsored rubbish collections to the sophistication of Katanning Hostel's cinema. Hostels also receive income from investments. In 1987 total non-operating revenue ranged from Kalgoorlie's \$544 to Northam's \$40,484. (For detailed information on hostel revenue and expenditure, see Appendices 7-9).

Financial Assistance for Hostel Students

- 6.6 Parents receive assistance in the form of subsidies from both the Commonwealth and State Governments to meet hostel fees.
- 6.7 The Commonwealth Government provides financial assistance under the "Assistance for Isolated Children Scheme" (AIC). The AIC is designed to provide financial assistance to students who do not have reasonable daily access to an appropriate government school because their homes are geographically isolated. In general terms, a student is regarded as geographically isolated if his/her home is either at least 16 km from the nearest government school offering classes at the appropriate grade and at least 4.5 km from the nearest transport service to that school, or if his/her home is at least 56 kms, or 3 hrs, travelling from that school. Special circumstances creating isolation may also be taken into account.
- 6.8 The AIC provides for the payment of a boarding allowance to students who have to live away from home to attend school. All eligible students qualify for at least some boarding allowance, additional payments are subject to an income test on parents. Up until the age of 16 the allowance is paid to the student's parents. Between 16 and 18 a parent may choose to have the allowance paid to the student. After age 18, payments are made direct to the student.
- 6.9 The rates of boarding allowance payable in 1988 are set out in Table 5.

Table 5

Primary School Students	\$2,353/annum max
Secondary School Students	
Under 16 Year 8-10	\$2,614/annum max
Under 16 Year 11-12	\$2,851/annum max
16-17	\$3,974/annum max
18-19	\$4,768/annum max

- 6.10 Every eligible boarder qualifies for at least \$989/annum (\$18.92/week). Amounts above this are subject to an income test on parents. The maximum allowance is only payable where the family income is \$16,000 or less. The cut off income points beyond which only the minimum allowance is payable are set out in Table 6.

Table 6

	<u>1 student</u>	<u>2 students</u>	<u>3 students</u>
Primary School Students	\$21,459	\$26,919	\$32,369
Secondary School Students			
Under 16 Year 8-10	\$22,509	\$29,009	\$35,509
Under 16 Year 11-12	\$23,449	\$30,899	\$38,349
16-17	\$27,949	\$39,889	\$51,829
18-19	\$31,119	\$46,239	\$61,349

- 6.11 Assistance with AIC is not available where the student is already receiving assistance from the Commonwealth Government under Austudy, the Aboriginal Secondary Assistance Scheme, the Aboriginal Study Assistance Scheme or the Veteran's Children Education Scheme.
- 6.12 The State Government provides assistance to students through the Boarding Away from Home Allowance which is payable through the Ministry of Education to all students in receipt of the AIC allowance. The allowance is a flat \$500 per annum payment, increased in 1988 from \$250.
- 6.13 The relevant application forms for AIC and Boarding Away from Home Allowance are at Appendix 11 and 12 respectively. The AIC form includes, in section 9, an order to pay another person. This enables a parent applying for assistance to authorise the Commonwealth Department of Employment, Education and Training to pay any assistance directly to a hostel. No such provision exists in relation to the State Government's Boarding Away from Home Allowance. This allowance is paid to parents at the commencement of the fourth school term after the hostel warden has certified that the student has been living at the hostel during that year.
- 6.14 Given that all of the hostels experience some difficulty with late or non-payment of fees, the Committee became concerned that the method of paying student assistance was not as efficient as it could be. The Committee formed the view that payment direct to hostels (or other boarding institutions) would be a much better procedure. This would ensure that assistance went directly to the purpose for which it was provided and was not misspent. In addition, payment by the Commonwealth and State Governments direct to a small number of hostels would be administratively more efficient than paying the money to a much larger number of families who must then redirect the funds to hostels. The Committee raised this proposal with hostel boards and it received unanimous support, with the following response being typical:

"We know of many cases where the subsidies have come in and been spent elsewhere.

We have taken people to court to get the money, but the moment you go to court it is a lost cause again. You finish up on the \$1 a week or \$1 a month programme and that does not help our finances in any way whatsoever."

(Member, Narrogin Hostel Board of Management - transcript of evidence 11/5/88 at p12)

- 6.15 The Committee was also pleased to note that the Ministry of Education has recommended to the Minister that the State Government's Boarding Away from Home Allowance be paid direct to hostels.

RECOMMENDATION 23

As long as the State Government's Boarding Away from Home Allowance is paid to students boarding at country high school hostels, it should be paid directly to hostels and the State Government should undertake negotiations with the Commonwealth Government to secure direct payment of the Commonwealth Government's AIC subsidies to hostels.

- 6.16 Despite the level of assistance paid to parents of students attending high school hostels, the Committee was made clearly aware of the fact that the assistance is insufficient to remove the financial disadvantage which parents of isolated students face in educating their children. Isolated children have only two methods of continuing education beyond primary school level, distance education or boarding away from home to attend a high school. It is important to note that children are required by law to attend school until at least the age of 15 and current education policies are directed towards encouraging as many children as possible to complete Year 12.
- 6.17 Correspondence through distance education is a poor second to attending a senior high school which offers not only increased educational opportunities but also very necessary social interaction. Parents of isolated children who wish their children to attend a government high school do not have access to free education because they must, in order for the child to attend the school, pay the costs of boarding their children. The Committee is of the firm opinion that parents of isolated children should not be required to meet all the costs of boarding their children, rather the salaries of supervisory staff should be funded by the State Government as an integral part of the costs of providing secondary education. The other costs of boarding such as food, electricity etc can be roughly equated with the costs which parents would face if their children could live at home and attend school and therefore these costs should continue to be met by student fees.
- 6.18 Payment of the salaries of supervisory staff would also enable a rationalisation of the assistance currently provided by the State Government to subsidise the cost of high school hostels. Currently the State Government provides direct assistance through the Boarding Away from Home Allowance and the per student grants to hostels. In addition, of course, the Government funds the operations of the Authority and the construction and maintenance of capital works. In the Committee's opinion, funding of supervisory staff should replace the Boarding Away from Home Allowance and the per student grants.
- 6.19 The additional State Government funding to hostels would allow for a reduction in fees to parents and would provide greater financial certainty for hostels. Parents would still be entitled to receive the Commonwealth's AIC funding.

RECOMMENDATION 24

The State Government Boarding Away from Home Allowance and the per student grants to hostels should be abolished and the State Government should assume the responsibility for paying the salaries of all hostel supervisory staff.

- 6.20 Although the Committee recommends that the hostel supervisory staff be paid for by the State Government, it is not recommending that these staff become employees of the Ministry of Education. The Committee believes that funding for supervisory staff should be included in budgetary allocations to the Authority which should make payments to staff through the local boards. The Authority should retain the responsibility for ensuring that local boards are employing and paying staff only in accordance with the appropriate industrial awards.
- 6.21 Although a matter outside the scope of this inquiry, the Committee wishes to note at this point that equity may require consideration to be given to the level of financial assistance provided to parents of isolated students residing in private boarding accommodation.

RECOMMENDATION 25

Funding for supervisory staff should be included in the budgetary allocations to the Authority.

RECOMMENDATION 26

The Authority should be made responsible for ensuring that all staff are employed by local boards in accordance with the appropriate industrial awards.

- 6.22 The Committee has considered a number of alternative ways of increasing funding to hostels but is of the view that State Government funding of supervisory staff is both the most rational and the most effective. These options were considered by the Authority itself in a policy paper entitled "Hostel Fees and the Rationalisation of Subsidisation". The conclusions reached by the Committee and the Authority are the same. The options considered were:
- (a) increased State Government subsidies;
 - (b) extension of school bus network; and
 - (c) funding of salaries of supervisory staff.

Deficit Funding

- 6.23 Although all hostel boards are required by the Letter of Arrangement with the Authority to operate hostels at break-even, not all hostels have been able to achieve this and, as a result, a number of hostels operate at a deficit. In 1987 only two hostels produced a net operating profit; they were Moora and Narrogin, non-operating revenue assisted Geraldton to join these two hostels to constitute the three hostels which returned a net profit for 1987. Table 7 sets out the operating and overall profit and loss situation for each hostel in 1987.

Table 7

Country High School Hostels Profit and Loss 1987

	Alb	Esp	Ger	Kal	Kat	Moo	Mer	Nar	Nor
Operating Profit (Loss)	(67,026)	(32,526)	(7,152)	(16,750)	(105,531)	9,585	(55,215)	52,360	(21,699)
Overall Profit (Loss)	(56,032)	(26,718)	3,609	(16,205)	(97,545)	15,546	(37,185)	83,731	(9,872)

- 6.24 There are a variety of factors which affect the financial performances of individual hostels, many of which are outside the control of local boards and therefore prevent the end of year profit and loss figures from being a worthwhile indicator of the financial performance of individual hostel boards.

6.25 The major influence on a hostel's financial performance is the occupancy rate. Table 8 sets out the student occupancy of each of the hostels. It illustrates that only four hostels, Esperance, Geraldton, Katanning and Narrogin were full or near full at the commencement of the 1988 school year. The others are below the level necessary to enable these hostels to achieve break-even.

Table 8

Country High School Hostels Occupancy 1978-1988

	Attendance											Bed Capacity	% of Bed Capacity Occupied
	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988		
Albany [1]	42	29	43	45	38	56	60	63	80	61	61	72	85
Esperance	88	87	64	48	36	44	58	86	71	69	80	80	100
Geraldton [2]	168	157	136	167	144	139	152	151	147	159	151	165	92
Kalgoorlie	0	0	0	0	0	0	0	0	14	12	16	30	53
Katanning [3]	90	92	110	111	99	107	110	118	117	124	139	140	99
Merredin	122	85	58	56	57	49	50	67	76	84	63	96	66
Moora	60	61	71	74	66	69	80	82	76	80	58	76	76
Narrogin	190	200	172	174	174	182	204	251	255	258	238	248	96
Northam [4]	223	183	165	178	162	142	141	139	123	128	129	190	68
Total	983	894	819	853	776	788	855	957	959	975	935	1097	85

Notes: [1] Includes both Amity House and the Priory.
 [2] Includes both Dellahale and John Frewer.
 [3] Includes both St Andrews and Reidy House.
 [4] Includes both St Christophers and Adamson House.
 [5] No figures for Port Hedland Hostel.

6.26 The poor financial performance of some hostels has resulted in the introduction of deficit funding of hostels, a development which has caused problems of its own. Deficit funding is the payment through the Treasury of an amount from the Consolidated Revenue Fund to match that part of a hostel's deficit which the Treasury accepts as "justifiable" i.e. not the result simply of poor management. Table 9 sets out the amounts paid to hostels in 1987 and 1988 under this policy.

Table 9Deficit Funding to Hostels 1987 - 1988

<u>Hostel</u>	<u>1987</u>	<u>1988</u>
Albany	-	\$57,000
Kalgoorlie	\$37,500	\$15,000
Moora	-	\$1,180
Merredin	\$37,997	\$50,000
Northam	-	\$20,000

- 6.27 The deficit in Albany is largely a result of the closure of the Priory hostel, that in Moora and Merredin a decline in student numbers, and in Northam the conversion of existing single sex hostels to mixed sex.
- 6.28 Four basic problems arise out of deficit funding:
- (a) the payments made to prop up individual hostels are a drain on general financial resources;
 - (b) some hostel boards consider deficit funding depreciates the efforts they put into balancing their books;
 - (c) deficit funding creates uncertainty because the hostel boards (and their creditors) do not know how much of the deficit will be covered. No guarantee is provided that the Treasury will meet the total deficit; and
 - (d) hostels operating in a deficit situation must have all expenditure approved by the Authority, this causes considerable tension at times because of the delays involved.
- 6.29 These are all real problems and their solution is not simple. One way of dealing with the problem would be to halt deficit funding. If this were done then Kalgoorlie and Merredin Hostel would be forced to close in the short term with Moora and Albany also at risk. While this might be the economically rational solution, it is short sighted in the extreme. There will always be fluctuations in the fortunes of particular hostels because so many individual factors affect hostel occupancy, including the state of the rural economy, changes in catchment area demographics, staffing and government education policies. Sometimes hostels will be in deficit, this should not automatically lead to closure because, once closed, re-opening to meet renewed demand becomes a costly exercise.
- 6.30 The Authority has closed financially unsuccessful hostels in the past, e.g. Bunbury, Port Hedland and the Priory in Albany. The Committee is satisfied that the Authority is prepared to take the difficult decisions in this area. The cost of deficit funding has to be compared against the cost and disruption which would flow from closure of hostels. In the case of Merredin and Moora, closure would almost certainly mean the downgrading of the adjacent high schools and would seriously impact on the towns' economies. This would not be the case in Kalgoorlie and as a result that hostel remains vulnerable, however, numbers at the hostel have increased and if this trend can be maintained then the hostel may be able to come close to achieving break-even. The problem with Kalgoorlie is that if any more than 20 students occupy the hostel additional supervisory staff will be required which will force the hostel back into deficit.

RECOMMENDATION 27

Deficit funding of hostels should continue as necessary, subject to continual review of the long term viability of individual hostels.

Financial Reporting

- 6.31 Prior to the introduction of the Financial Administration and Audit Act 1985 ("the FA & A Act") the Authority was not required to provide Parliament with an annual report and no annual report was published. The Authority was required by the FA & A Act to produce annual reports commencing with the 1986/87 financial year. That report has not yet been tabled in the Parliament but a final draft has been examined by the Committee.
- 6.32 Unfortunately the Authority has taken the view in preparing this annual report that financial information concerning the operations of each hostel was not required and therefore the report is restricted to providing financial information on the operation of the Authority itself (see Appendix 10). This continues the unacceptable position whereby information on the finances of individual hostel operations is not made public. The Committee is of the view that, because the Hostels Authority Act directly vests the establishment and operation of hostels in the Authority, the Authority is required by the FA & A Act to include financial details of each hostel in its report. This matter should be rectified in the 1987/88 financial report.

RECOMMENDATION 28

The Hostel Authority Annual Report should contain information on the financial performance of each individual hostel to comply with the provisions of the Financial Administration and Audit Act 1985.

- 6.33 The Committee is also not satisfied that the performance indicators included in the annual report are adequate indicators of the Authority's performance of its functions during the year. Performance indicators have proved a problem for a number of government agencies and it is a matter the Committee may investigate separately. Performance indicators should not be statements of objectives or policies but rather objective data against which the effectiveness of the agency in carrying out those objectives and policies can be assessed.

Capital Expenditure and Maintenance

- 6.34 The funding of capital expenditure and maintenance is the responsibility of the Authority although each hostel board also makes contributions towards both. Funding for expenditure by the Authority on capital works comes from the State Government through the General Loan and Capital Works Fund and also through borrowings. Additional funds may be made available in different circumstances. For example, the Authority hopes to use proceeds from the sale of hostel assets in Albany (the Priory) and Bunbury (Craig House) to fund capital works in 1988/89. This will require Government approval because proceeds from the sale of these assets are directed in the normal course to the Consolidated Revenue Fund. The Morawa Hostel will be jointly funded by the Authority and the Ministry of Education.
- 6.35 The Authority received no funding for capital works in the financial years 1985/86, 1986/87 and 1987/88. Prior to this period the Authority had (and still has) a policy of concentrating expenditure on one or two hostels in each year rather than expending smaller amounts on a larger number of hostels. The rationale for this policy is that cost savings can be achieved by having all projects at one hostel dealt with at the same time, thus avoiding possible duplication of work. Hostels due for capital works expenditure in 1985/86 have been forced to wait. This waiting has produced two results. The capital works problems at these hostels have worsened and tensions have been created between the Authority and local boards. The Authority has been regarded by some boards as having broken commitments to undertake

capital works and, because of the expenditure on other hostels prior to the denial of funds, as having played favourites with the hostels.

- 6.36 The hostels which have suffered most as a result of the lack of capital works funding are Esperance (see para 5.42) and Albany, however, the total lack of capital works funding has been felt throughout the hostel system. Continuity of capital works funding is essential if the hostel system is to continue.
- 6.37 The Authority's capital works programme for the two year period 1988/89 to 1989/90 is set out in Table 10.

Table 10

Country High School Hostels Authority Capital Works Programme 1988/89 to 1989/90

<u>Project</u>	<u>Priority 1988-89</u>	<u>Cost</u>
Esperance: new Warden's residence and staff accommodation	1	\$355,000
Albany: new Warden's residence and 20 bed dorm	2	\$430,000
Northam: conversion of Adamson House to co-educational facility	3	\$216,000
	<u>1989/90</u>	
Esperance: new student accommodation	1	\$700,000
Morawa: new hostel for high school and agricultural high school	2	\$2,563,000

- 6.38 The Authority has received approval for the upgrading of staff accommodation at Esperance Hostel during this (1988/89) financial year.
- 6.39 There was some concern in the Committee at the amount of funds scheduled for expenditure at Morawa - \$2,563,000. This hostel is intended to replace an existing agricultural high school hostel with a new hostel providing accommodation for both agricultural and standard high school students. The proposal for the hostel originated with the Ministry of Education. The funding would be on a 50/50 basis between the Ministry and the Authority. In evidence to the Committee the Authority advised that it had only approved the proposal on the basis that it received additional funding over and above its other capital works requirements to meet its 50% of the hostels projected cost. On this basis the Committee can have no objection to the proposal, although it is the Committee's view that all costs associated with the construction of this hostel should be accounted for through the Ministry of Education's accounts. The Authority should not be portrayed as having a role in funding the hostel if this is not in fact the case; it would produce an artificial distortion in the Authority's capital works budget.
- 6.40 The evidence received by the Committee indicated a number of concerns with the way in which capital works have been undertaken by the Authority. These concerns related particularly to the cost of capital works undertaken. Many witnesses argued that the capital works constructed by the Authority were unnecessarily expensive

when compared with the cost of private constructions. Reasons advanced by witnesses for the expense were the Authority's policy of using one architect to develop plans and supervise construction, the inadequate use of local tradespeople and professionals and the failure of the Authority to adequately involve local boards and wardens in the development and execution of capital works programmes. A number of examples were presented to the Committee of instances where cost savings could have been achieved. Despite the Authority's views to the contrary, the Committee believes that there is substance to the claims by witnesses and that the matter requires action by the Authority to ensure that the scarce capital works dollar is spent wisely. The preliminary plans for the Morawa hostel cause the Committee some concern in this area because, even accepting that they are preliminary plans, they represent a quantum leap in hostel design. This of itself would be commendable if not for the fact that many existing hostels have basic requirements which have not been met.

RECOMMENDATION 29

The Country High School Hostels Authority should use local tradespeople and professionals for capital works projects wherever possible.

RECOMMENDATION 30

For major projects the Country High School Hostels Authority should seek alternative quotes rather than relying exclusively on one architectural firm.

RECOMMENDATION 31

Local boards and wardens should be more directly involved in the development of capital works programmes and purchase of furniture and fittings.

- 6.41 Maintenance on hostels and their equipment is carried out by the Building Management Authority ("BMA"). Most local boards which the Committee spoke to were satisfied with the way in which maintenance was carried out and it was generally felt that there had been an improvement in this area since the BMA had replaced the former Public Works Department. Local boards of hostels located in towns without a BMA office, such as Katanning and Moora, were not as satisfied because of the delays which result. Problems also exist in relation to deficit funded hostels where Authority approval is required for all expenditure, including such items as light bulbs. This also results in unnecessary delays.
- 6.42 There are legitimate reasons for close financial scrutiny by the Authority of expenditure by hostels. However, the Committee believes that in the area of maintenance there would be justification in providing local boards with greater autonomy. Savings in time and costs are obtainable if local boards, acting through their wardens, can be allowed to arrange their own minor maintenance matters. Adequate control of expenditure can be exercised by the local board, in the first instance, and by supervision from the Authority. The Committee believes that providing each local board with a budget allocation for maintenance at the commencement of each year and requiring the board to be responsible for its expenditure would improve the efficiency of operations of hostels without unduly compromising financial controls. Granting of greater financial autonomy to local boards would also be consistent with the approach being taken with High Schools under the Better Schools proposals.

RECOMMENDATION 32

At the commencement of each financial year the Country High School Hostels Authority should make a budget allocation to each local board of management of an amount calculated to meet minor maintenance costs. Local boards should then be responsible for organising minor maintenance and determining priorities for expenditure.

Assets not used by the Authority

- 6.43 The Authority owns four hostel buildings which are not used as hostels. These properties are listed in Table 11 together with the Valuer-General's valuation.

Table 11Unused Authority Properties

Carnarvon Hostel	\$190,525
Craig House (Bunbury)	\$235,000
Hardie House (Port Hedland)	\$798,478
The Priory (Albany)	\$468,000

- 6.44 Of the properties listed in Table 11, two - Craig House and The Priory - have been designated for sale. The Authority has included the proceeds of the sale of these properties in its capital works programmes for 1988/89 and 1989/90. Under normal policy, proceeds of the sale of these assets will go to the CRF and will not be returned to the Authority, however, the proceeds of these sales can be used by the Government to offset any additional funding made available to the Authority.
- 6.45 Carnarvon Hostel and Hardie House are currently being used by the Ministry of Education as a camp school and District Education Office respectively. The Authority receives no return on these assets. In the Committee's opinion, this is unacceptable. The Authority's financial position suffers from this policy and the Ministry of Education unfairly benefits. The Committee believes that commercial rates of return should be obtained from government assets, even when that involves a transfer of funds between government agencies. Unless this is done the financial position of individual agencies can not be accurately assessed.

RECOMMENDATION 33

The Ministry of Education should pay the Country High School Hostels Authority a commercial rate of return for all Authority properties used by the Ministry.

LIST OF APPENDICES

1. Terms of Review
2. List of Submissions
3. List of Witnesses
4. Comparison of Boarding Fees
5. Country High School Hostels Authority Letter of Arrangement
6. Anglican Church Hostels Statute
7. Hostels Consolidated Projected Expenditure (1988)
8. Hostels Ledger Comparison (May 1988)
9. Hostels Ledger Comparison (1987)
10. Country High School Hostels Authority 1987 Financial Statements
11. Application for Assistance for Isolated Children (1988)
12. Application for Boarding Away from Home Allowance (1988)
13. Membership of Local Boards of Management of Hostels.
14. Proposed Training Programme for Supervisory Staff.

REVIEW OF COUNTRY HIGH SCHOOL HOSTELSTERMS OF REVIEW

The Standing Committee on Government Agencies has resolved to review the administration of country high school hostels by the Country High School Hostels Authority and hostel management committees. In particular the review will involve consideration of:

- (1) the role of the Authority in the administration of country high school hostels;
- (2) the role of hostel management committees appointed pursuant to section 7(ba)(iv) of the Country High School Hostels Authority Act 1960 in the administration of country high school hostels;
- (3) the relationship and administrative arrangements existing between the Authority, high school hostel management committees and the Education Department;
- (4) the appropriateness of existing legislation and administrative arrangements for the management of country high school hostels to the needs of students, parents and the general community; and
- (5) the extent to which hostel accommodation is being adequately, effectively and efficiently provided to students in country areas of this State.

LIST OF SUBMISSIONS

1. Ainsworth, R
2. Anglican Church
3. Christy, N (Warden: Albany Hostel)
4. Civil Service Association
5. Common, J (Warden: Moora Hostel)
6. Costello, D J (Principal: Carlisle TAFE)
7. Country High School Hostels Authority
8. Federated Miscellaneous Workers Union
9. Former Esperance Hostel Board
10. Freeman, K
11. Harding, F C
12. Hall, P J
13. Hill, G K (Narrogin Hostel Parents Assoc)
14. Isolated Children's Parents' Association
15. King, K
16. Lakes District Hostel & Education Committee
17. Leach, D A (Former Chairman: Esperance Hostel Board)
18. McKenna D (Warden: Katanning)
19. Ministry of Education
20. Moora Hostel Board
21. Mueck, R & Edgecombe, K (Supervisors: Northam Hostel)
22. Napier, L
23. Narrogin Hostel Board
24. Narrogin Hostel Parents Assoc
25. Parks, A (Member: Katanning Hostel Board)
26. Plantagenet Student Hostel
27. Poole, J (Member: Merredin Hostel Board)
28. Sprigg, K (Member: Katanning Hostel Board)
29. Students of Dellahale Girls' Hostel Geraldton
30. Swanleigh Anglican Hostel
31. WA Council of State School Organisations
32. Great Southern Development Authority

LIST OF WITNESSES

1. Monday May 9 1988

Kalgoorlie Hostel Board

- * Mr D G Burnside
- * Mrs V Egerton-Warburton
- * Mr J C Flower
- * Ms A E Kitchen
- * Mr A C Linto
- * Mr J D Merry
- * Mrs R A Swann
- * Mr R G Svendsen
- * Mr S F Tonkin

Mr D M Kent - Warden

2. Monday May 9 1988

Esperance Hostel Board

- * Mrs Y Hallam
- * Ms J Hughes
- * Father A McDonagh
- * Mr D H Murray
- * Rev F R Roe

Mrs J Fisher - Warden

Mr R A Ainsworth
 Mr F G Andrews
 Mrs J Elix
 Mrs K Freeman
 Mrs J Goodwin
 Mrs M Hall
 Mr P J Hall
 Mrs M Inkster
 Mr D A Leach
 Mr B Rawlinson

3. Tuesday May 10 1988

Albany Hostel Board

- * Mr J Berridge
- * Mrs M Hill
- * Mrs J Lynch
- * Rev B May
- * Mrs B Smith
- * Mr R Williams

Mr N F Christy - Warden

4. Tuesday May 10 1988

Katanning Hostel Board

- * Mr R L Hendry
- * Mr I W Murray

- * Mr A H Parks
- * Mrs P A Pringle
- * Mrs W Sprigg

Mr D McKenna - Warden

5. Wednesday May 11 1988

Narrogin Hostel Board

- * Mr C W Andrews
- * Ms J Ennis
- * Mrs D S Eva
- * Mr D Fairclough
- * Mrs J E Forman
- * Rev K E Hall
- * Mr B Lange
- * Mrs L I Metzke
- * Mrs J R Murray
- * Mr J W Pyne
- * Mrs L Skinner

Mr L J Richards - Warden

Narrogin Hostel Parents' Association

- * Mrs C V Bond
- * Mr B W Hastings
- * Mr R E McCallum
- * Mrs R L Mullan
- * Mrs R J Thomson

6. Monday May 30 1988

Swanleigh Anglican Hostel Council

- * Miss R Denny
- * Mr D R Uhe

Mr R H L Stowell - Director

7. Tuesday June 7 1988

Merredin Hostel Board

- * Archdeacon N Apthorp
- * Mr R Jerome
- * Mrs J Poole
- * Mrs J Stirrat
- * Mr J Tuppen
- * Mr L Woodhead
- * Mrs S Thorn

Mr R Hoskin - Warden

8. Tuesday June 7 1988

Northam Hostels Board

- * Mr T Wilding
- * Mr A Pritchard
- * Mr B Ackland
- * Rev S Warren
- * Mrs S Bray

- * Mrs E Junk
- * Mrs J Dwyer

Mr D Gartner - Warden
Miss P Everett - Senior Supervisor

9. Friday June 10 1988

Moora Hostel Board

- * Mr R Randall
- * Father P Tinney
- * Mr K Lee
- * Father A John
- * Mrs E Seery
- * Mrs C McMorran

Mr J Common - Warden

10. Friday June 10 1988

Geraldton Hostels Board

- * Mr M Fawcett
- * Mrs D Corner
- * Mrs F Penney
- * Mrs S Micherton
- * Mr A Parker
- * Mr J Mason
- * Mr F Tuffin

Mr G Greenaway - Warden

11. Thursday August 4 1988

Dr L W Loudon, Chief Executive Officer, Ministry of Education

Anglican Church

- * Archdeacon N Apthorp
- * Archdeacon M Brown
- * Mr T Wilding
- * Mrs S Thorn

12. Thursday August 11 1988

Country High School Hostels Authority

- * Mr C Philpott
- * Archdeacon N Apthorp
- * Mr J Nicholas
- * Mrs A Harris
- * Mr R Cairnes
- * Mr J Stokes
- * Mr R McCreddin
- * Mr P Bachelard-Lammas
- * Mr P Acton

COMPARISON OF BOARDING FEES 1988

<u>School/Hostel</u>	<u>Annual Boarding Fee</u>
St Brigid's	\$3,280
Sacred Heart College	\$3,428
Iona Presentation	\$3,560
Country High School Hostels	\$3,800 (max)
Perth College	\$4,360
Penrhos	\$4,380
St Mary's	\$4,392
Presbyterian Ladies College	\$4,400
Hale	\$4,440
Guildford Grammar	\$4,460
Methodist Ladies College	\$4,476
Christ Church	\$4,580
St Hilda's	\$4,648
Wesley	\$4,660
Aquinas	\$5,700

COUNTRY HIGH SCHOOL HOSTELS AUTHORITYLETTER OF ARRANGEMENTThe Local Committee to:

1. Engage or dismiss staff and pay all accounts incurred in connection with the control and conduct of the Hostel, including the wages and salaries of all members of the staff.
2. Purchase or dispose of all stores.
3. Supervise the management and control of the hostel and to be responsible to the Authority for the provision of clean lodgings and wholesome board to the students residing therein.
4. Keep and maintain in good order such chattels which are and shall remain the property of the Authority for the use of the Local Committee on the premises.
5. Comply with the Health Act 1911 and the Local Government Act 1960.
6. Refer all matters in dispute, or in respect of which the Committee may require a direction, to the Authority for determination or adjudication.
7. Not to do anything whereby any policy of insurance against loss or damage by fire on the hostel or the contents may become void or whereby the premiums payable in this respect may be increased.
8. To pay all charges in respect of electricity and fuel, telephone rental and calls, sanitary charges, removal of rubbish, water and fire brigade charges.
9. Permit the agents and servants of the Authority at all reasonable times to enter and view the state of cleanliness of the hostel and chattels and to inspect the nature and quality of the accommodation being provided by the Local Committee.
10. Remedy any defects for which the Committee is liable and of which written notice shall be given by the Authority to the Local Committee.
11. Use the Hostel and the chattels for the purpose of providing accommodation for students and for no other purpose except for the duration of school vacations, during which periods, if the hostel is not required for educational purposes, the Local Committee may use the hostel and chattels for such other purpose as the Authority shall have in writing first approved.
12. Not to make any structural alterations to the hostel nor instal therein any fixtures or fittings without the consent in writing of the Authority first had and obtained.
13. Insure and keep insured all members of the staff employed at the hostel or in connection therewith during the terms of this arrangement, against all claims that may be made upon the Local Committee for or in respect of personal injury or death happening or occurring to any person in or about the Hostel or in the course of working thereof whether such claim shall arise or be made under the Workers' Compensation Act 1912-64 or any other statute or common law.
14. Charge student fees at such rate as the Authority from time to time approves.
15. Endeavour to run the Hostel on a non-profit making basis, any surplus accruing to be used for the benefit of the students either by reducing fees or providing amenities.

- 16. Submit financial statements to the Authority annually.
- 17. Build up a fund or make other provision for the payment of long service leave or pro-rata long service leave for the staff.

The attention of the Committee is drawn to Regulations made pursuant to the Country High School Hostels Authority Act, which deal specifically with the maintenance and enforcement of discipline in hostels.

The Authority to:

- 1. Keep and maintain or cause to be kept and maintained the hostel in good and substantial repair and condition with the exception of damage caused other than by fair wear and tear.
- 2. Arrange to replace chattels that may become worn or damaged beyond repair in the normal use thereof.

It is MUTUALLY AGREED AND DECLARED by and between the parties that this agreement may be determined by either party giving to the other, three calendar months written notice expiring at the end of the school term of its intention in that behalf and upon the expiration of the period mentioned in such notice, this arrangement shall cease and determine and the Local Committee shall vacate and deliver up the hostel and chattels and leave the hostel in a clean and tidy condition. Any funds accruing at the expiration to be transferred to the incoming Committee or the Authority.

COUNTRY HIGH SCHOOL HOSTELS AUTHORITY

LOCAL COMMITTEE

.....Chairman

.....Chairman

.....Member

.....Member

APPENDIX 6

THE CHURCH HOSTELS STATUTE 1972-77

Whereas it may be expedient from time to time to sponsor the management of school hostels in the Diocese of Perth.

Be it therefore resolved by the Archbishop, Clergy and Laity of the Diocese of Perth in Synod assembled that -

1. All Hostels relating to Secondary Schools in country areas presently or hereafter acquired controlled or leased by the Church of England in Australia within the Diocese of Perth shall be subject to this Statute.
2. The object of the hostels is to provide for the spiritual, mental, moral and physical well-being of the students admitted thereto and for their maintenance under proper discipline and control.
3. The General management of each hostel is vested in a local board of management (herein referred to as "the Board") which is subject to the regulations made pursuant to the Country High School Hostels Authority Act.

Where two or more Hostels are acquired controlled or leased within one town the Diocesan Council may on the recommendation of the Archdeacon and the Boards of Management and with the concurrence of the Country High School Hostels Authority decide that one Board shall be responsible for the management of both or all such Hostels whereupon the said Boards shall be merged to become one Board of management and the members of the Boards concerned shall become members of the Board for the remainder of their term of office.

4. The right to fix the fees to be charged at each hostel is vested in the Board.
5. The Archbishop of Perth shall be Visitor of the hostels ex Officio.
6. There shall be a Warden or Matron of each hostel who shall be appointed upon such terms and conditions as shall be agreed from time to time between the Warden or Matron and the Board. The appointment shall be confirmed by the Diocesan Council and the Country High School Hostels Authority. A chaplain may be appointed by the Archbishop. The Warden or Matron shall be responsible to the Board for the internal management and discipline of the hostel. The Warden or Matron shall have full power to appoint and dismiss members of the domestic staff, subject to such arrangements as to salary and conditions of employment as may from time to time be determined by the Board. The Warden or Matron will be required to keep and write up proper books of account on behalf of the Board. However the Board may delegate this task to a member of the Board who shall be the Honorary Treasurer.

The Warden or Matron shall report monthly in writing to the Board on all matters under their control and shall make such recommendations as they may consider advisable.

No expenditure in connection with the hostel shall be incurred by the Warden or Matron without the Board's authorisation.

7. Each Board shall be constituted as follows -

Ex-officio Members:

- (i) The Archdeacon of the Archdeaconry in which the hostel is situated, who shall be chairman. The Archdeacon may at his discretion nominate a

member of the Board as chairman. In the event of the office of Archdeacon being at any time vacant a chairman shall be nominated by the Archbishop.

- (ii) The Rector of the parish in which the hostel is situated.
- (iii) The Headmaster of the Government High School, or in his stead the principal Mistress or a member of his staff nominated by the Headmaster.

Elected Members:

One clergyman and one layman or lay woman to be elected by Synod, triennially.

Nominated Members:

- (a) One layman and one lay woman, being eligible to sign the form of application for enrolment on Roll of Parishioners contained in Schedule 1 of the Parochial Statute 1971 and nominated by the Chapter of the Rural Deanery in which the hostel is situated.
- (b) One member to be nominated by the Local Government Authority.
- (c) Two members to be elected by the other members of the Board as representatives of the parents of children at the Hostel. The Archdeacon is empowered to appoint from the Board a Vice-Chairman. The Board shall appoint a Secretary. Each Board may appoint from its members an Honorary Treasurer.

The Warden or Matron shall have the right to be present at all ordinary meetings of the Board and shall have the right to speak on all matters brought before the Board at an ordinary meeting, but shall not have the right to vote.

Each Board may act notwithstanding any original or subsequent vacancy in its numbers.

- 8. The nominated and elected members shall hold office for three years, but shall be eligible for re-nomination or re-election.

Vacancies caused by death or resignation shall be filled in the following manner:

- (a) Ex-officio members, being clergymen: by the Archbishop.
- (b) Synod's members: by Synod, or, if Synod be not sitting, by the Diocesan Council.
- (c) Nominated or elected members: by those entitled to nominate or elect in each case.

- 9. Proper accounts shall be kept at each hostel on behalf of the Board. The Board shall appoint a qualified auditor or firm of qualified auditors and shall notify the Diocesan Secretary of the appointment.
- 10. Each Board shall meet monthly unless it otherwise determines. Not less than five members shall form a quorum.
- 11. Each board shall present annually to the Diocesan Council a report and audited statement of receipts and payments for the twelve months ended 31st December next preceding and a list of all creditors at the said 31st December. A full report of the working of the hostel, and the general financial position shall be presented to the Diocesan Council in July for submission to Synod.

12. Each Board shall have a current bank account in its own name. The Warden or Matron and any one of three members of the Board nominated thereby shall jointly operate thereon.

All fees and other monies the property of the Board shall be banked in the Board's account.

Each Board shall also be responsible for the repayment to the Diocesan Trustees out of funds of the hostel in the Board's possession of loans which the Trustees have made or may make at the Board's request for any purpose agreed between the Trustees and the Board from time to time.

Each Board shall insure all members of the hostel's staff in the terms of the Workers' Compensation Act.

Each Board and each member thereof shall give a specific acknowledgement that neither the Board nor any member or members thereof shall have power to obtain credit for or pledge the name of the Church of England, the Perth Diocesan Trustees, the Diocesan Council, the Board or the hostel in any way whatever beyond the amount of money available for the purpose and in the Board's possession, or for which a definite undertaking has been given by the Board in writing that the money to cover the credit so required will in the Board's hands within three months from the date at which the debt is to be incurred.

In the event of working capital being needed temporarily to cover day to day expenditure each Board shall have recourse to the Diocesan Council and shall not have power to raise the money so required by way of bank overdraft.

13. Each Board shall have the right from time to time to make by-laws incidental to the carrying on of a hostel (including provision to increase the number of the Board) and to repeal or add to or amend such by-laws provided that such by-laws or the repeal thereof or any addition or amendment shall not come into force until approved of by the Diocesan Council.
14. Upon control of any Hostel being relinquished and subject to the satisfaction of all debts of and claims upon the Board all remaining assets shall be vested in the Perth Diocesan Trustees who shall so far as practicable (in consultation with the Board concerned) devote them to similar purposes elsewhere in the Diocese.
15. The Northam Boys' Hostels Statute, 1950-1953 and The Church Hostels Statute 1954-1968 are hereby repealed.
16. This Statute shall be known as "The Church Hostels Statute 1972-77".

HOSTEL CONSOLIDATED PROJECTED EXPENDITURE ACTUALS VS BUDGETS FOR THE 1968 ACADEMIC YEAR (25/01/68 - 25/01/69)

FINANCIAL REPORT 2(6)

LEDGER NUMBER HOSTEL	010 ALBANY		011 ESPERANCE		012 GERALDTON		013 KALGOORLIE		014 KATANKING		015 MOORA		016 MERRIDIN		017 MARGREIN		018 NORTHAM		ACCUMULATED TOTALS			
	Budget	Y-T-D	Budget	Y-T-D	Budget	Y-T-D	Budget	Y-T-D	Budget	Y-T-D	Budget	Y-T-D	Budget	Y-T-D	Budget	Y-T-D	Budget	Y-T-D	Budget	Y-T-D	PREDICTED	
	25/01/69	25/01/69	25/01/69	25/01/69	25/01/69	25/01/69	25/01/69	25/01/69	25/01/69	25/01/69	25/01/69	25/01/69	25/01/69	25/01/69	25/01/69	25/01/69	25/01/69	25/01/69	25/01/69	25/01/69	25/01/69	ACTUAL AS AT PERIOD 12
STAFFING COSTS	205,601.00		170,245.00		312,386.00		59,628.00		292,656.00		194,000.00		153,704.00		589,400.00		258,500.00		2,216,120.00		662,500.00	1,987,500.00
Y-T-D ACTUALS	51,500.00	51,500.00	51,000.00	51,000.00	96,500.00	96,500.00	19,500.00	19,500.00	82,000.00	82,000.00	50,500.00	50,500.00	49,000.00	49,000.00	173,000.00	173,000.00	46,500.00	46,500.00	46,500.00	46,500.00	856,500.00	
PROVISIONS COSTS	51,750.00		50,095.00		115,220.00		13,116.00		137,460.00		38,400.00		65,370.00		189,000.00		101,800.00		772,411.00		285,500.00	856,500.00
Y-T-D ACTUALS	17,500.00	17,500.00	17,000.00	17,000.00	51,500.00	51,500.00	3,000.00	3,000.00	44,000.00	44,000.00	11,500.00	11,500.00	20,000.00	20,000.00	62,000.00	62,000.00	36,000.00	36,000.00	36,000.00	36,000.00	253,500.00	
DOMESTIC COSTS	29,450.00		37,730.00		31,518.00		10,412.00		42,960.00		26,120.00		31,000.00		91,000.00		59,400.00		344,420.00		86,500.00	205,500.00
Y-T-D ACTUALS	4,000.00	4,000.00	9,000.00	9,000.00	14,000.00	14,000.00	3,500.00	3,500.00	9,000.00	9,000.00	7,500.00	7,500.00	8,500.00	8,500.00	23,320.00	23,320.00	15,000.00	15,000.00	15,000.00	15,000.00	205,500.00	
ADMINISTRATION COSTS	13,975.00		4,143.00		13,220.00		10,090.00		17,550.00		7,815.00		16,650.00		6,500.00		5,000.00		125,243.00		68,500.00	205,500.00
Y-T-D ACTUALS	3,500.00	3,500.00	9,000.00	9,000.00	7,000.00	7,000.00	8,500.00	8,500.00	12,500.00	12,500.00	8,500.00	8,500.00	6,000.00	6,000.00	23,650.00	23,650.00	23,050.00	23,050.00	23,050.00	23,050.00	78,120.00	
STATUTORY CHARGES	6,910.00		5,150.00		13,770.00		1,570.00		9,800.00		1,035.00		12,550.00		7,000.00		6,500.00		97,445.00		24,040.00	162,400.00
Y-T-D ACTUALS	500.00	500.00	1,000.00	1,000.00	5,000.00	5,000.00	500.00	500.00	2,000.00	2,000.00	40.00	40.00	7,000.00	7,000.00	19,000.00	19,000.00	6,000.00	6,000.00	6,000.00	6,000.00	162,400.00	
REPAIRS/MAINTENANCE COSTS	600.00		1,400.00		3,500.00		2,900.00		4,000.00		1,745.00		1,500.00		3,000.00		3,000.00		60,615.00		56,200.00	162,400.00
Y-T-D ACTUALS	1,000.00	1,000.00	200.00	200.00	16,000.00	16,000.00	500.00	500.00	5,000.00	5,000.00	500.00	500.00	1,000.00	1,000.00	27,000.00	27,000.00	7,000.00	7,000.00	7,000.00	7,000.00	62,100.00	
ROTOR VEHICLE COSTS	6,260.00		3,515.00		6,263.00		3,010.00		10,960.00		3,490.00		9,900.00		4,000.00		2,000.00		61,058.00		20,700.00	62,100.00
Y-T-D ACTUALS	1,500.00	1,500.00	500.00	500.00	1,500.00	1,500.00	200.00	200.00	5,500.00	5,500.00	1,500.00	1,500.00	4,000.00	4,000.00	12,000.00	12,000.00	1,000.00	1,000.00	1,000.00	1,000.00	60,500.00	
OTHER OPERATING COSTS	0.00		8,000.00		0.00		3,996.00		13,400.00		3,000.00		3,000.00		2,500.00		1,000.00		50,546.00		13,500.00	60,500.00
Y-T-D ACTUALS	1,000.00	1,000.00	0.00	0.00	3,000.00	3,000.00	1,000.00	1,000.00	1,500.00	1,500.00	500.00	500.00	3,000.00	3,000.00	2,500.00	2,500.00	1,000.00	1,000.00	1,000.00	1,000.00	13,500.00	
TOTAL OPERATING EXPENDITURE	314,546.00		280,308.00		567,017.00		101,752.00		528,716.00		276,235.00		231,671.00		916,870.00		475,900.00		3,758,088.00		1,215,410.00	3,446,320.00

APPENDIX 8

HOSTEL LEDGER COMPARISON FOR THE 1989 ACADEMIC YEAR AS AT PERIOD 1

FINANCIAL REPORT 2(A)

LEDGER NUMBER	ALBANY	ESPERANCE	GERALDTON	KALGOORLIE	KALBARING	MOORA	PERREEDIN	MARROBIN	MORIHAN	EXPLANATION OF WORKSHEET
010	011	012	013	014	015	016	017	018		
Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	
Y-1-0	Y-1-0	Y-1-0	Y-1-0	Y-1-0	Y-1-0	Y-1-0	Y-1-0	Y-1-0	Y-1-0	
23/05/88	23/05/88	23/05/88	23/05/88	23/05/88	23/05/88	23/05/88	23/05/88	23/05/88	23/05/88	
OPERATING REVENUE	136,480.56	307,139.25	20,316.30	249,508.53	121,512.49	128,459.46	431,821.51	235,282.27		CURRENT YEAR TO DATE OPERATING REVENUE
PER CAPITA GRANT	6,400.00	4,158.00	1,490.00	8,980.39	3,567.00	0.00	14,588.00	7,674.00		ADD PER CAPITA GRANT
SUBSIDY - DEFICIT	0.00	0.00	15,000.00	0.00	1,180.00	50,000.00	0.00	20,000.00		ADD SUBSIDY DEFICIT
TOTAL OPERATING REVENUE	142,880.56	311,337.25	44,856.30	258,488.92	126,259.49	178,459.46	446,392.51	261,456.27		TOTAL CURRENT YEAR TO DATE OPERATING REVENUE
LESS										
STARTING COSTS	54,662.51	50,777.46	96,700.55	19,492.07	81,933.81	50,597.85	48,868.38	173,064.24	86,541.08	A BREAK UP OF OPERATING EXPENDITURE
PROVISIONS COST	17,697.26	17,182.95	54,438.96	3,159.37	64,019.22	11,472.33	20,275.83	62,453.45	39,338.13	INCURRED THIS YEAR UP TO THIS PERIOD.
DOMESTIC COSTS	3,837.99	9,102.71	13,720.97	3,600.80	8,918.56	7,799.66	8,578.20	11,205.79	15,368.25	EACH CATEGORY FIGURE SHOULD MATCH UP
ADMINISTRATION COSTS	5,408.25	8,093.87	7,217.43	8,765.57	12,338.45	8,333.88	5,866.92	6,475.16	4,975.27	TO THOSE IN MANAGEMENT REPORT THERE
STATIONARY CHARGES	433.00	1,142.72	4,920.91	506.00	1,878.01	40.00	6,980.85	3,648.65	6,740.08	FOR EACH INDIVIDUAL HOSTEL.
REPAIRS/MAINTENANCE COSTS	984.10	219.33	15,815.33	682.96	4,813.91	697.69	1,236.43	26,866.64	2,832.62	
MOTOR VEHICLE COSTS	1,330.40	416.03	1,674.05	211.67	5,992.32	1,351.36	3,899.10	4,231.69	2,269.49	
OTHER OPERATING COSTS	990.00	0.00	2,950.72	833.33	1,572.61	400.00	2,813.93	2,433.08	856.00	
TOTAL OPERATING EXPENDITURE	85,403.51	87,733.07	197,288.95	37,251.77	181,056.90	80,702.77	98,499.64	293,426.68	155,420.92	TOTAL CURRENT YEAR TO DATE OPERATING EXPENDITURE
OPERATING SURPLUS/(DEFICIT)	119,068.43	55,157.49	116,048.30	7,586.53	77,412.02	45,556.72	79,959.82	152,965.83	106,035.35	OPERATING NET PROFIT/(LOSS) YEAR TO DATE
YEAR TO DATE										
NON-OPERATING REVENUE	13,774.13	8,203.25	11,488.43	6,128.85	13,358.46	955.50	1,317.58	12,308.23	19,013.29	
NON-OPERATING EXPENDITURE	4,713.08	1,246.89	18,387.31	4,119.00	6,038.92	3,486.93	548.01	5,742.96	17,491.85	
NON OPERATING SURPLUS/(LOSS) YEAR TO DATE	9,061.05	6,956.36	(6,897.88)	1,979.85	7,219.54	(2,531.43)	799.57	6,565.27	1,521.44	NON OPERATING PROFIT/(LOSS) YEAR TO DATE
YEAR TO DATE										
NET PROFIT/(LOSS) (A+B)	128,129.48	62,113.85	107,150.42	9,568.38	84,631.56	43,025.29	80,759.39	159,531.10	107,556.79	YEAR TO DATE NET PROFIT/(LOSS)
ADD OPENING BALANCE	(46,643.43)	17,068.65	172,027.42	(17,030.65)	(34,994.09)	55,301.13	(73,436.77)	153,139.89	10,915.99	THIS FIGURE IS THE RECONCILIATION STATEMENT
LESS EXPENDITURE ACCRUALS	(7,584.86)									BALANCING FIGURE FOR PERIOD 12 ENDING 25/01/88.
CURRENT CASH BALANCE AS PER RECONCILIATION STATEMENT	73,901.19	79,182.50	279,177.84	(7,466.27)	49,637.47	98,320.42	7,322.62	312,620.99	116,669.78	THESE FIGURES REPRESENT YOUR CURRENT FINANCIAL
NUMBER OF STUDENTS	61	40	151	16	141	58	63	241	126	POSITION AS PER RECONCILIATION STATEMENT.
OPERATING COSTS PER STUDENT	1,400.06	1,096.66	1,308.55	2,328.24	1,284.09	1,391.43	1,563.49	1,217.54	1,233.50	THIS FIGURE REPRESENTS OPERATING COSTS
										INCURRED PER STUDENT AS AT THIS PERIOD.

NOTE: ALL FIGURES MAY BE CROSS CHECKED WITH MANAGEMENT REPORTS ONE, TWO & THREE FOR DEFINITE ACCURACY IF REQUIRED.

APPENDIX 9

FINANCIAL REPORT ONE

HOSTEL LEDGER COMPARISON FOR THE 1987 ACADEMIC YEAR (25/01/87 - 25/01/88)

EXPLANATION OF WORKSHEET

LEDGER NUMBER	010	011	012	013	014	015	016	017	018
HOSTEL	ALBANY	ESPERANCE	GERALDTON	KALGOORLIE	KATAMARNG	MOORA	MERREIDIN	WARROGIN	MORTIMAN
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
	Y-T-D	Y-T-D	Y-T-D	Y-T-D	Y-T-D	Y-T-D	Y-T-D	Y-T-D	Y-T-D
	25/01/88	25/01/88	25/01/88	25/01/88	25/01/88	25/01/88	25/01/88	25/01/88	25/01/88
OPERATING REVENUE	277,656.58	219,150.63	528,024.81	67,167.91	411,364.89	275,579.50	266,363.31	841,615.12	631,640.05
PER CAPITA GRANT	9,855.00	11,150.00	18,096.00	2,575.00	14,610.00	9,195.00	11,916.00	30,780.00	11,277.00
SUBSIDY - DEFICIT	0.00	0.00	0.00	0.00	0.00	0.00	37,997.50	0.00	0.00
SUSPENSE ACCOUNT RECEIPTS	0.00	0.00	5.00	150.00	41.50	0.00	1,655.00	0.00	0.00
TOTAL OPERATING REVENUE	287,511.58	230,300.63	546,125.81	67,372.91	426,016.39	284,774.50	317,911.81	872,395.12	642,917.05
LESS									
STAFFING COSTS	249,080.18	161,672.01	379,243.29	59,912.84	283,169.13	162,672.83	178,400.06	481,391.56	280,872.76
PROVISIONS COST	56,725.61	45,384.54	132,227.00	14,463.95	155,868.01	42,919.19	82,615.71	164,337.60	85,509.92
DOMESTIC COSTS	19,537.38	35,219.86	30,387.40	8,913.37	41,398.31	27,058.77	45,758.18	46,769.41	46,769.41
ADMINISTRATION COSTS	17,575.53	5,488.96	15,777.30	12,382.43	23,179.77	8,129.33	26,952.80	25,289.30	12,900.44
STALDUORY CHARGES	5,692.24	4,716.94	13,836.01	1,516.55	5,505.45	982.90	14,325.37	16,727.40	20,788.52
REPAIRS/MAINTENANCE COSTS	947.79	2,468.13	5,216.34	3,072.94	3,745.05	7,525.71	6,375.71	49,655.43	5,502.91
MOTOR VEHICLE COSTS	4,645.65	4,278.16	5,302.83	3,095.64	19,774.43	4,407.46	11,641.07	9,172.27	4,571.98
OTHER OPERATING COSTS	314.03	3,768.47	20,413.92	0.00	4,657.21	1,465.30	6,095.84	10,709.40	6,480.20
SUSPENSE ACCOUNT PAYMENTS	0.00	0.00	134.36	385.00	9,413.65	4,195.40	12.26	0.00	1,010.05
TOTAL OPERATING EXPENDITURE	351,538.41	262,827.14	553,278.47	104,172.94	531,551.07	275,189.23	373,127.30	820,035.40	464,616.41
OPERATING SURPLUS/(DEFICIT)	(67,026.83)	(32,526.51)	(7,152.63)	(16,750.00)	(105,534.68)	(9,585.27)	(55,215.46)	(57,360.02)	(21,699.36)
YEAR TO DATE									
NON-OPERATING REVENUE	19,032.14	23,207.00	27,895.35	514.86	33,026.47	9,732.26	24,218.10	36,363.79	40,481.74
NON-OPERATING EXPENDITURE	8,037.76	17,398.75	17,133.58	0.00	25,040.37	3,770.52	6,218.08	6,992.15	28,457.45
NON OPERATING SURPLUS/(DEFICIT)	10,994.38	5,808.25	10,761.77	514.86	7,986.10	5,961.74	18,030.02	31,371.64	11,826.89
YEAR TO DATE									
NET PROFIT/(LOSS)	(56,032.45)	(26,718.26)	(3,609.34)	(16,205.14)	(97,544.53)	(15,566.99)	(37,185.44)	(26,028.38)	(9,872.47)
ADD OPENING BALANCE C.H.S.H.A	9,427.41	43,786.91	155,640.24	(193.00)	35,160.33	39,751.11	2,887.17	69,408.23	20,774.46
ESPERANCE									
CURRENT CASH BALANCE AS PER	(46,605.01)	17,068.65	159,269.58	(16,398.16)	(62,384.20)	55,301.13	(34,298.27)	153,139.89	10,655.99
ESPERANCE CALCULATORS FIGURES									
CURRENT CASH BALANCE AS PER	(46,613.43)	17,068.65	172,027.42	(17,030.65)	(51,994.09)	55,301.13	(34,436.77)	153,139.89	10,915.99
HOSTEL RECONCILIATION STATEMENT									
NUMBER OF STUDENTS	73	65	135	14	116	72	216	115	
OPERATING COSTS PER STUDENT	1,856.69	6,063.49	4,094.36	7,437.35	4,582.31	3,822.07	5,182.32	3,333.48	6,010.14

A BREAK UP OF OPERATING EXPENDITURE INCURRED THIS YEAR UP TO THIS PERIOD. EACH CATEGORY FIGURE SHOULD MATCH UP TO THOSE IN MANAGEMENT REPORT THREE FOR EACH INDIVIDUAL HOSTEL.

TOTAL CURRENT YEAR TO DATE OPERATING EXPENDITURE

OPERATING NET PROFIT/(LOSS) YEAR TO DATE

NON OPERATING PROFIT/(LOSS) YEAR TO DATE

YEAR TO DATE NET PROFIT/(LOSS)

THIS FIGURE IS THE RECONCILIATION STATEMENT BALANCING FIGURE FOR PERIOD 12 ENDING 25/01/87.

THESE FIGURES REPRESENT THE CURRENT FINANCIAL POSITION AS PER ESPERANCE CALCULATORS FIGURES. THESE SHOULD MATCH WITH 25/01/88 REC' STATEMENT. (BELOW)

THIS IS THE HOSTEL RECONCILIATION STATEMENT BALANCING FIGURE FOR PERIOD 12 ENDING 25/01/88.

NUMBER OF STUDENTS AS AT TERM 4 1987.

THIS FIGURE REPRESENTS OPERATING COSTS INCURRED PER STUDENT AS AT THIS PERIOD.

APPENDIX 10

COUNTRY HIGH SCHOOL HOSTELS AUTHORITY
STATEMENT OF SOURCE AND APPLICATION OF FUNDS
FOR THE YEAR ENDING JUNE 30, 1987

1986		NOTE	1987	
\$	\$		\$	\$
FUNDS WERE PROVIDED FROM				
		Funds from Operations		
1,354,000		Inflows of Funds from Operations	1,677,000	
1,267,078		Less Outflow of Funds from Operations	1,318,496	
-----			-----	
	86,922			358,504
369,153		LOSS ON SALE OF ASSETS		-

	369,153			
CAPITAL CONTRIBUTIONS:				
		Consolidated Revenue Fund	78,660	
6,631		General Loan and Capital Works Fund	115,908	
485,066		Private and Public Loans	439,115	
323,476			-----	
-----				633,683
	815,173			
DECREASE IN CURRENT ASSETS				
		Prepayments	16,196	
	-		-----	16,196
PROCEEDS FROM SALE OF NON-CURRENT ASSETS				
47,774				-

	47,774			
INCREASE IN LIABILITIES				
CURRENT				
		Accrued Expenses	30,182	
30,909			-----	30,182

	30,909			
NON-CURRENT				
		Long Term Borrowings	263,000	
249,000			-----	263,000

	249,000			263,000
-----				-----
1,598,931				1,302,285
=====				=====

FUNDS WERE APPLIED TO
INCREASE IN ASSETS

317,476	CURRENT		
20,888	Loan Repayments		587,302
	Prepayments		-
626,884	NON-CURRENT		
	Acquisition of Assets	(7)	176,360
965,248	BALANCE JUNE 30		763,662

FUNDS AT JUNE 30 WERE HELD IN:

439,115	Investments and Deposits	385,190
194,115	Bank Account at Treasury	153,433
633,683		538,623

COUNTRY HIGH SCHOOL HOSTELS AUTHORITY
BALANCE SHEET AS AT JUNE 30, 1987

1986				NOTE	1987
\$	\$				\$
FUNDS EMPLOYED					
		DEBT CAPITAL			
4,549,551		Inscribed Stock		(6)	4,237,586
121,668		Local Authority Loan		(6)	110,675
		OTHER CAPITAL			
318,098		Provided from Borrowings			318,098
3,653,759		Provided from Consolidated Revenue Fund			3,653,759
150,000		Provided from State Development Fund			150,000
265,788		Profit and Loss Appropriation			624,292
9,058,864		TOTAL FUNDS EMPLOYED			9,094,410
EMPLOYMENT OF FUNDS					
		FIXED ASSETS			
8,566,618		Acquisition, Erection & Improvement of Hostels		(7)	8,742,978
		INVESTMENTS			
439,115		Sinking Fund for Private Borrowings		(6)	385,190
9,005,733					9,128,168
		CURRENT ASSETS			
78,660		Balance of Trust Account at Treasury			148,846
115,908		General and Capital Works Funds			4,587
21,001		Prepayments		(8)	4,805
215,569					158,238
9,221,302		TOTAL FUNDS EMPLOYED			9,286,406
		LESS CURRENT LIABILITIES			
162,438		Accrued Expenses		(9)	191,620
		Accrued-Interest Receivable			376
					191,996
9,058,864		NET ASSETS EMPLOYED			9,094,410

COUNTRY HIGH SCHOOL HOSTELS AUTHORITY
STATEMENT OF INCOME AND EXPENDITURE
FOR THE YEAR ENDING JUNE 30, 1987

1986		NOTE	1987	
\$	\$		\$	\$
Income				
41,980			51,788	
2,234			300	
-----			-----	
	44,214			52,080
Expenditure				
74,676		(11)	87,312	
270,358		(11)	362,498	
68,858			52,373	
526,364			495,464	
371,036			-	
-		(11)	372,937	
-----			-----	
	1,311,292			1,370,584
	-----			-----
	(1,267,078)			(1,318,496)
SURPLUS (DEFICIT) BEFORE OPERATING GRANTS AND SUBSIDIES				
Operating Grants and Subsidies				
Contribution from Consolidated Revenue Fund;				
			-	
			-	
1,354,000			1,677,000	
-----			-----	
	1,354,000			1,677,000
	-----			-----
	86,922			358,504
	=====			=====
PROFIT AND LOSS APPROPRIATION				
NIL			265,788	
			-	
86,922			358,504	
178,866			-	
-----			-----	
	265,788			624,292
	=====			=====

<u>DESCRIPTION OF SECURITY</u>	<u>ISSUED</u> \$	<u>AMOUNT REDEEMED</u> \$	<u>IN CIRCULATION</u> \$	<u>SINKING FUND INVESTED INC INTEREST</u>
SFIT - Loan 18	200,000	-	200,000.00	78,353.13
C'WEALTH - Loan 20	100,000	73,220.58	26,779.42	
C'WEALTH - Loan 21	100,000	70,280.22	29,719.78	
C'WEALTH - Loan 22	100,000	70,280.22	29,719.78	
C'WEALTH - Loan 24	75,000	48,256.11	26,743.89	
NML - Loan 25	25,000	-	25,000.00	12,083.53
SFIT - Loan 27	100,000	-	100,000.00	30,458.06
NATIONAL - Loan 39	100,000	63,598.81	36,401.19	
ANZ - Loan 42	90,000	85,462.29	4,537.71	
WESTPAC - Loan 43	60,000	-	60,000.00	59,011.11
C'WEALTH - Loan 44	100,000	90,069.18	9,930.82	
R&I - Loan 45	150,000	77,965.98	72,034.02	
WESTPAC - Loan 46	200,000	169,857.15	30,142.85	
WESTPAC - Loan 47	100,000	-	100,000.00	88,800.92
C'WEALTH - Loan 48	100,000	84,523.87	15,476.13	
R&I - Loan 49	200,000	89,324.47	110,675.53	
C'WEALTH - Loan 50	200,000	144,036.94	55,963.06	
C'WEALTH - Loan 51	100,000	67,185.00	32,815.00	
WESTPAC - Loan 52	100,000	67,184.77	32,815.23	
C'WEALTH - Loan 55	100,000	57,183.94	42,816.06	
SGIO - Loan 56	200,000	56,477.67	143,552.33	
C'WEALTH - Loan 57	100,000	52,642.54	47,357.46	
ANZ - Loan 58	100,000	45,000.00	55,000.00	
C'WEALTH - Loan 59	250,000	110,797.56	139,202.44	
C'WEALTH - Loan 60	100,000	39,719.84	60,280.16	
WESTPAC - Loan 61	150,000	106,793.65	43,206.35	
WESTPAC - Loan 62	40,000	-	40,000.00	32,682.76
C'WEALTH - Loan 63	250,000	78,101.90	171,898.10	
SFIT - Loan 66	300,000	59,615.38	240,384.62	
		146,390.48	2,365,809.52	24,800.00 Loan 67
				28,000.00 Loan 68
				12,000.00 Loan 69
WATC AVERAGED LOANS	2,512,200			19,000.00 Loan 70
				-
				-
				-
TOTAL	6,302,200	1,953,938.55	4,348,261.45	385,189.51

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

1 BASIS OF ACCOUNTING POLICY

The Authority uses the historical cost method of accounting. The system of accounting underlying financial statements encompasses the accrual basis and going concern basis.

2 ACCOUNTING POLICIES

The financial statements were prepared in accordance with the Financial Administration and Audit Act 1985.

The following item has not been included in the Financial Statements;

1.1 Provisions for depreciation.

3 SALARIES AND ALLOWANCES

The approved staffing level was increased from three full-time equivalents to four full-time equivalents with effect from February 13, 1987.

4 SUBSIDIES

Administration of hostels provided by the Authority is vested in Local Committees under a Letter of Arrangement. The Local Committees are responsible for the collection of student fees and the payment of all accounts including the wages and salaries of staff members in connection with the control and conduct of hostels.

The operating deficit of any hostel is the excess of payments over receipts.

The comparative figure shown for subsidies to hostels is represented as follows;

	1986 \$	1987 \$
Buses	29,000.79	-
Equipment	708.53	-
Deficit Funding	240,648.41	357,656.00
Other	-	4,841.78
	-----	-----
	270,357.73	362,497.78

5 MAINTENANCE

Maintenance costs are as follows;

Maintenance

	\$
- Faults	152,409.34
- Preventative	26,629.35
- Programmed	188,030.61
- Unprogrammed	95.00
- Consultancy Fees	5,772.50

TOTAL	372,936.80

6 LOANS

The outstanding balance of loans with the original principal and loan repayments in respect of loans currently existing is shown below:-

7 FIXED ASSETS

Fixed assets have been valued at cost and are to be re-valued by the Valuer General's Office so as to reflect market value less accumulated depreciation in the financial statements for the year ending June 30, 1988.

Capital Works costs are as follows:-

Capital Works

Minor Works	46,154.34	
Major Works		
- Narrogin/Warden's Residence	68,250.00	
- Geraldton/Regethermic Catering	61,139.29	
- Katanning/Builder's Retention	816.00	176,360.13
	-----	-----

8 PREPAYMENTS

The comparative figure shown for prepayments is represented as follows;

	1986 \$	1987 \$
Telephone Rental	106.52	151.26
Debt Charges:		
Principal Repayments	13,679.81	-
Interest Repayments	617.66	-
Sinking Fund Contribution	2,000.00	-
Registration - Motor Vehicle	-	210.21
Insurance - Fire and General	4,357.92	4,296.26
- Motor Vehicle	239.42	147.30
	-----	-----
	21,001.33	4,805.03

9 ACCRUED EXPENSES

The comparative figure shown for accrued expenses is represented as follows:-

	1986	1987
	\$	\$
Loan Interest Repayments	162,438.13	137,922.24
Salaries	-	19,847.85
Travel Allowance	-	687.25
Motor Vehicle Petrol	-	538.38
Purchase of Office Equipment	-	1,071.00
Maintenance Expense	-	30,722.63
Data Processing	-	236.18
Telephone	-	419.23
Fringe Benefits Tax	-	175.30
	<u>162,438.13</u>	<u>191,620.06</u>

10 INTERNAL AUDIT COSTS

The costs of the internal audit costs of hostels are met by the Ministry of Education and are not charged to the Country High School Hostels Authority.

11 EXPLANATORY STATEMENT

This Explanatory Statement, detailing significant variations between actual expenditure and Estimates of Expenditure has been prepared in accordance with Treasurer's Instruction 945. Significant variances for the year ended June 30, 1987 occurred in the following Consolidated Revenue Fund items:-

Item	1986/87 Estimate	1986/87 Actual	Variance	
			\$	%
1 Maintenance	473,000	372,937	100,063	21.1F
2 Subsidies to Hostels	300,000	362,498	62,498	20.8U
3 Salaries and Allowances	75,000	87,312	12,312	16.4U

MAINTENANCE

The Authority relies on the Building Management Authority to perform all maintenance work. Although the full allocation for maintenance had been committed to June 30, 1987, not all invoices have been received.

SUBSIDIES TO HOSTELS

An unfavourable variance in the area of subsidies to hostels occurred as a result of deficit funding requests from hostels (refer note 4). Deficit funding subsidy allocations to hostels during 1986/87 were:-

	\$
Albany Hostels	62,000
Kalgoorlie Hostel	42,500
Merredin Hostel	38,000
Northam Hostels	80,000
Port Hedland Hostel	135,156

	357,656

SALARIES AND ALLOWANCES

As detailed in Note 3 the Authority increased it's approved staffing level from three full-time equivalents to four with effect from February 13, 1987.



1988 Application for Assistance for Isolated Children

APPENDIX 11

- Please read the Application Guide at the end of the Information Booklet before you fill in this form.
- Please use BLOCK LETTERS.
- This form should be completed by the Parent/Guardian of the student(s).
- Lodge your application by 31 March 1988 for full year entitlement.

Work-unit

Section 1 Personal details of applicant

Title Mr Mrs Miss Ms Other Sex (M or F)

Surname (family name) First given name Middle initial

Postal address for correspondence or cheques

Number & street

Town or suburb State Postcode

Permanent home address (not P.O. box)

Number & street

Town or suburb State Postcode

Give these details if your permanent home is a property with no street address (*Cross out whichever does not apply)

Portion/Section/Lot/Location Number* Parish/Land District/Hundred*

Shire/Municipality* County

If you are applying for the first time, or your home address has changed since you last applied, please attach a sketch map showing location of property and distance to nearby towns.

Telephone numbers (include STD code)

Home (STD) Work (STD)

Account details (Payments will be made directly to this account) Tick this box if you want to be paid by cheque

Full name of bank, building society or credit union Account type (cheque, savings etc.)

Full address of branch where account was opened

Branch code Account number

Please confirm your account number with your bank, building society or credit union.

Office use

Para codes

Applicant Declaration

I declare that the information I have given on this form is complete and correct.
 I will notify the Department within 7 days of any changes to this information.
 I will refund to the Department any payment to which I am not entitled.
 I authorise the Department to obtain any relevant details from educational institutions and other authorities including the Department of Social Security and the Department of Veterans' Affairs.

Signature of applicant _____

Date / /

There are severe penalties for deliberately making a false declaration.

Section 4 Second home (Complete if you are applying for second home allowance)

1. Second Home Address (not P.O. Box)

Number & Street

Town or Suburb State Postcode

Telephone (Include STD code) (STD)

2. Do you maintain this second home primarily so that your children can attend school daily? Yes No

3. When did you first occupy this second home? / /

4. Names of the members of the family residing in the second home during the 1988 school year.

5. Is the parent residing at the *permanent* home separated or divorced from the parent residing at the second home? Yes No

6. Could your *permanent* home provide adequate accommodation for all members of your family if they all lived there at the one time? Yes No

7. Which parent will be living/working at the *permanent* home during the school year? One Both Neither

8. Will the *permanent* home be leased (i.e. rented to another person) during the 1988 school year? Yes No

Section 5 Nearest schools (Parents applying only for handicapped children attending special schools are not required to complete this section)

NOTE: • Give details for all levels of schooling applicable to students in Section 2.
 • Only fill in the Senior Secondary column if you are applying for a student in Years 11 or 12 and the nearest secondary school does not offer tuition for students in these years.

	Primary	Secondary	Senior Secondary
1. (a) Name and Suburb/Town of nearest Government school to your home (include interstate schools if you live near a State border)			
(b) Distance in kilometres (to the nearest tenth) from your home to this school using the available transport service. (If no transport service show shortest distance by road)	km	km	km
(c) Distance in kilometres (to the nearest tenth) from your home to the nearest transport service which takes students to this school, or which connects with such a service. (If no transport service write 'No Transport', do not leave blank or write N/A.)	km	km	km
2. (a) If your home is less than 4.5 km from transport to another Government school, state name of school. If not applicable, write 'None'.			
(b) Distance in kilometres (to the nearest tenth) from your home to this school using the available transport service. (If no transport service show distance by road)	km	km	km
(c) Distance in kilometres (to the nearest tenth) from your home to the nearest transport service which takes students to this school. (If no transport service write 'No Transport'. Do not leave blank or write N/A.)	km	km	km
3. If you are claiming on the grounds of excessive travelling time, state the time taken for a single journey (one way) from your home to the school. (If morning and afternoon times are different, state both.)	hrs mins	hrs mins	hrs mins

Section 6 Parents/guardians section

Tick this box if you want to be sent another form for supplying income details later.

A All parents to complete

Father/male guardian

1. Married 3. Divorced 6. Retired/unemployed
 2. Never married 4. Separated 7. Deceased
 5. Widowed

Give date / /

Surname (family name) _____
 First given name _____ Middle initial _____

No. & street _____
 Town or suburb _____ Postcode _____

Occupation: *State your occupation then tick the box which best describes it.*

1. Wage or salary earner 4. Pensioner
 2. Self-employed Primary Producer 5. Unemployed
 3. Other self-employed 6. Home duties

Mother/female guardian

1. Married 3. Divorced 6. Retired/unemployed
 2. Never married 4. Separated 7. Deceased
 5. Widowed

Give date / /

Surname (family name) _____
 First given name _____ Middle initial _____

No. & street _____
 Town or suburb _____ Postcode _____

Occupation: *State your occupation then tick the box which best describes it.*

1. Wage or salary earner 4. Pensioner
 2. Self-employed Primary Producer 5. Unemployed
 3. Other self-employed 6. Home duties

B Parents'/guardians' income 1986/87—Complete this part ONLY if you want to apply for income-tested assistance (see Information Booklet)

(a) Details of last tax return lodged Place _____ for financial year 19 /
 File number _____

Details of last tax return lodged Place _____ for financial year 19 /
 File number _____

NOTE: The Department can check income details with the Taxation Office.

(b) Show the total taxable income and any maintenance payments received between 1 July 1986 and 30 June 1987. DO NOT LEAVE BLANKS. If there is no income or maintenance payments write 'nil'. PLEASE ATTACH A COPY OF THE NOTICE OF ASSESSMENT SENT TO YOU BY THE AUSTRALIAN TAXATION OFFICE FOR 1986/87.

	Father/Male Guardian	Mother/Female Guardian
• taxable income	\$ _____	\$ _____
• maintenance payments	\$ _____	\$ _____
Total	\$ _____	\$ _____

C Other children under 16, or full-time students aged 16-24 dependent on you at 30 June 1987.

(Other than those listed in Section 2) If insufficient space, attach list.

First name	Middle initial	Date of birth	Name of school or institution attended in 1987

Other Dep.

Office use only

Overall assessment

Para codes

C.I. form

Inc. Av. form

Section 7 Assessment using current income or income averaging

A. Current Income Assessment

This method of assessment may apply if your family income has dropped substantially since 1 July 1986. (See the Information Booklet for more details. You will also be sent a separate form)

Do you wish to apply for Current Income Assessment?

Yes No

Date drop in income occurred / /

B. Income Averaging Concession

This concession only applies to primary producers. (See Information Booklet for more details. You will also be sent a separate form.)

Do you wish to apply for the Income Averaging Concession?

Yes No

Section 8 Special circumstances

Include here full details of any special circumstances on which you base your claim (e.g. nature of disability, details of special course such as names of agricultural subjects being undertaken in 1988, remedial tuition, etc.) In some circumstances a medical certificate may need to be supplied. (See the Application Guide at the end of the Information Booklet)

If insufficient space please attach a separate sheet

Section 9 Order to pay another person

(Please use the 'Payment to Student 16 and Over' form if you wish to direct payment to a student.)

Complete this section only if you want the total amount of your allowance paid to another person or to an institution

Details of person or institution to be paid

Name Mr Miss Mrs Ms Other _____

Surname/Title (Secretary, Principal) First given name Middle initial

Full postal address for correspondence or cheques

Number & Street (or Name of Institution)

Town or Suburb State Postcode

Account details (Payments will be made directly to this account)

Tick this box if you want payment made by cheque

Full name of bank, building society or credit union

Account type (cheque, savings etc.)

Full address of branch where account was opened

Bank code Account number

Office use

I request that the total amount of allowances due to me under the Assistance for Isolated Children Scheme be paid to the person/institution named above.

Signature of Applicant _____ Date ____/____/____

OFFICE USE ONLY

Para Codes

Overpayment Action

Date of Assessment

Authorised Person

Resubmit Date

Resubmit Reason

INCOME TAX INSTALMENT DECLARATION

First read carefully the notes on the back of this form.

A (Parent to complete) Please give the following information about all secondary students aged 16 or over (turning 16 in 1988) who are included in your application:

1. Name(s) of any student(s) who WANT tax to be deducted from their allowance payments:

Surname	Given name

Tax will be deducted from allowance payments

2. Name(s) of any student(s) who DO NOT WANT TAX TO BE DEDUCTED FROM THEIR ALLOWANCE PAYMENTS:

Surname	Given name

Each of these students MUST FILL IN AN INCOME TAX INSTALMENT DECLARATION.

If there are two or more students, one should use the Declaration below and the Department of Employment, Education and Training will send you the necessary extra form(s) for the other(s).

B (Student to complete) Please fill in the section below and sign the Declaration.

Your Name	Mr <input type="checkbox"/>	Mrs <input type="checkbox"/>	Surname	Given Name(s)
	Ms <input type="checkbox"/>	Miss <input type="checkbox"/>		
Your Residential Address	No. Street		Suburb/Town	
			Postcode	
City at which last income tax return lodged				
The file number as shown on last assessment				
The address shown on your last income tax return (if same as now, write 'as above')	No. Street		Suburb/Town	
			Postcode	
Occupation shown on last return				
DECLARATION I, the person making this claim, hereby declare that: (a) my full name and full residential address are correctly set out above. (b) the other information set out above is true and correct in every particular. (c) I have not lodged an Income Tax Instalment Declaration with any employer which is currently in force; and I hereby claim the general exemption from tax.				TAXATION OFFICE USE ONLY
Signature..... Date/...../.....				

The Income Tax Law provides severe penalties for making a false or misleading statement.

ALL SECONDARY STUDENTS AGED 16 AND OVER

Any allowance paid for you under the Assistance for Isolated Children (AIC) Scheme is taxable.

The allowance is regarded as part of your income for taxation purposes, whether you receive it yourself or a parent receives it for you.

Most secondary students do not receive enough total income to have to pay tax. In that case there is no need for tax instalments to be taken out of their allowance payments.

If you are in that situation, make sure you fill in the Declaration on the other side of this page—OTHERWISE TAX INSTALMENTS WILL BE DEDUCTED.

You must not put in another declaration with an employer while an AIC allowance is being paid for you. If you start work and your AIC allowance stops, this Declaration will no longer apply and you can then put in another declaration with your employer.

The Department of Employment, Education and Training will send you a statement at the end of the financial year. The statement will show how much AIC allowance was paid for you for the previous financial year. If you have to put in a tax return, you will need to attach the statement to it.

Section M of the AIC Information Booklet explains more about this.



APPLICATION FOR BOARDING AWAY FROM HOME ALLOWANCE

EDUCATION DEPARTMENT

NOTE: 1. This form should be completed after a claim has been made with the Commonwealth Government for assistance for isolated children.
2. A new application must be submitted annually.

1. DETAILS OF APPLICANT

NAME (Block Letters)		
ADDRESS (Block Letters)		
TOWN/SUBURB (Block Letters)		POSTCODE

2. DETAILS OF STUDENT

SURNAME	OTHER NAMES	AGE	YEAR OF STUDY	SCHOOL
.....
.....
.....
.....
.....

IF BOARDING PRIVATELY, GIVE DETAILS.....

3. DETAILS OF COMMONWEALTH ASSISTANCE

(A) ISOLATED CHILDREN'S ALLOWANCE PAID BY THE COMMONWEALTH GOVERNMENT FOR YEAR 19.....

BASIC BOARDING ALLOWANCE \$.....

ADDITIONAL BOARDING ALLOWANCE \$.....

(B) PLEASE STATE DETAILS OF NOTICE OF ASSESSMENT NUMBER.....

(C) DO YOU INTEND TO APPLY FOR ADDITIONAL COMMONWEALTH BOARDING ALLOWANCE ASSISTANCE UNDER THE PROVISIONS OF THE MEANS TEST? YES NO (✓ APPLICABLE BOX)

NOTE: IF YES, IT SHOULD BE UNDERSTOOD THAT THIS APPLICATION CANNOT BE FINALISED UNTIL SUCH TIME THAT DETAILS OF ADDITIONAL COMMONWEALTH ASSISTANCE ARE KNOWN.

4. DECLARATION

(A) IT IS NECESSARY FOR THE STUDENTS NAMED TO BOARD AWAY FROM HOME IN ORDER TO ATTEND A SCHOOL PROVIDING THE REQUISITE EDUCATION FACILITIES.

(B) I AM THE PARENT/GUARDIAN OF THE STUDENTS NAMED AND I AM RESIDENT IN WESTERN AUSTRALIA.

(C) I WILL ADVISE THE DIRECTOR-GENERAL OF EDUCATION OF ANY CHANGES IN MY PLACE OF RESIDENCE OR OF ANY OTHER CIRCUMSTANCES AFFECTING THE PAYMENT OF THE ALLOWANCE APPLIED FOR.

SIGNATURE OF APPLICANT.....

DATE.....

RETURN COMPLETED FORM TO: EDUCATION DEPARTMENT OF W.A.
151 ROYAL STREET
EAST PERTH 6000

OFFICE USE ONLY

ALLOWANCE

DATE PAID.....

DIRECTOR-GENERAL OF EDUCATION



PAYMENT VOUCHER

FOR FINANCE DIRECTORATE USE ONLY

BOARDING AWAY FROM HOME ALLOWANCE

1. DETAILS OF APPLICANT

NAME <small>(Block Letters)</small>		
ADDRESS <small>(Block Letters)</small>		
TOWN/SUBURB <small>(Block Letters)</small>		POSTCODE

2. DETAILS OF STUDENT

SURNAME	OTHER NAMES	AGE	YEAR OF STUDY	SCHOOL

PLEASE CERTIFY THE ABOVE STUDENT(S) IS/ARE ATTENDING THE ABOVE SCHOOL AND RETURN THIS FORM TO: EDUCATION DEPARTMENT OF WA, 151 ROYAL STREET, EAST PERTH 6000.

OFFICE USE ONLY

Signature of Principal

Creditor's Code Address Check

Creditor's Invoice No./Reference Other Cheque Information

ORDER

Type Alpha Number Requisition No.

Part Payment No. Hold Code

\$ Cheque Amount

EXPENDITURE AUTHORITY

AMOUNT

Cost Centre Function Expense Fund Code Special Program

\$ c

I certify that this amount, as regards computations, castings, and rates, is correct and that the service has been faithfully performed.

I certify that this amount is correct within the meaning of Section 33 of the Audit Act, 1904.

OFFICER INCURRING EXPENSE DATE

FINANCE DIRECTORATE ONLY DATE

PLEASE DO NOT DETACH — OFFICE USE ONLY



BOARDING AWAY FROM HOME ALLOWANCE
EDUCATION DEPARTMENT

1. DETAILS OF APPLICANT

NAME (Block Letters)		
ADDRESS (Block Letters)		
TOWN/SUBURB (Block Letters)		POSTCODE

I ACKNOWLEDGE RECEIPT OF YOUR BOARDING AWAY FROM HOME ALLOWANCE APPLICATION.

DURING TERM 3 A PORTION OF THIS APPLICATION WILL BE SENT TO THE BOARDING HOSTEL OR SCHOOL REQUIRING THE SIGNATURE OF THE PERSON IN CHARGE TO CERTIFY THE CHILD HAS BEEN BOARDING OR ATTENDING SCHOOL.

ON RETURN OF THE SIGNED FORM, PAYMENT OF THE ALLOWANCE WILL BE MADE TO YOU DURING TERM 4.

.....
(DIRECTOR GENERAL OF EDUCATION)
.....
(DATE)

COUNTRY HIGH SCHOOL HOSTELS
AUTHORITY

LOCAL BOARD OF MANAGEMENT COMMITTEES
MEMBERSHIP

MAY 1988

**ALBANY HOSTEL
BOARD OF MANAGEMENT**

Mr Frank Ryan RMB 587 KOJONUP WA 6395	Chairman
Mrs Jo Lynch Principal Albany Senior High School	Deputy Chairman
Mrs Jill Compton 81 Lowanna Drive ALBANY WA 6330	Secretary
Mr John Berridge Albany Senior High School	Member
Father Barry May St Johns Anglican Church York Street ALBANY WA 6330	Member
Mrs Rae Hill RMB 453 KOJONUP WA 6395	Member
Mrs Brenda Smith RMB 152 Wellstead via MANPEAKS WA	Member
Mr M Cicciorolli St Josephs College ALBANY WA 6330	Member

**EASTERN GOLDFIELDS HOSTEL
BOARD OF MANAGEMENT**

Mr C Linto 65 Eureka Street KALGOORLIE WA 6430	Chairman
Miss A Kitchen 63 Callitria Road KAMBALDA WEST WA 6444	Secretary
Mrs P A Jarvis PO Box 676 KALGOORLIE WA 6430	Treasurer
Mrs V Warburton PO Box 36 COOLGARDIE WA 6429	Member
Mr J Merry 30 Collins Street KALGOORLIE WA 6430	Member
Mrs R Swann Kanadah Pastoral Station Private Mail Bag KALGOORLIE WA 6430	Member
Bob Svendson 7 Rodgers Street KALGOORLIE WA 6430	Member
Mr D Daws 12 Campbell Street KALGOORLIE WA 6430	Member
Mr D Burnside 76 Lyall Street KALGOORLIE WA 6430	Member
Mr S Tonkin PO Box 675 KALGOORLIE WA 6430	Member
Mrs J Campbell Kybo Station Private Mail Bag KALGOORLIE WA 6430	Member

**ESPERANCE HOSTEL
BOARD OF MANAGEMENT**

Mr Peter Browne District Superintendent of Education Dempster Street ESPERANCE WA 6450	Chairman
Father Frank Roe Anglican Church Andrew Street ESPERANCE WA 6450	Secretary
Miss Jill Hughes Deputy Principal Esperance Senior High School ESPERANCE WA 6450	Treasurer
Mr Doug Murray Principal Esperance Senior High School Pink Lake Road ESPERANCE WA 6450	Member
Archdeacon Norman Apthorp PO Box 110 MERREDIN WA 6415	Member
Father Aloysius Catholic Church Giles Street ESPERANCE WA 6450	Member
Mrs J Smith Crossland Street ESPERANCE WA 6450	Member
Mrs Y Hallam PO Box 20 GRASS PATCH WA 6446	Member

**GERALDTON HOSTEL
BOARD OF MANAGEMENT**

Miss K Haythornthwaite Geraldton Senior High School 28 Sherlock Way RANGEWAY WA 6530	Chairman
Mrs F Penney 240 George Road GERALDTON WA 6530	Secretary
Mr J Mason National Bank Australia 180 Marine Terrace GERALDTON WA 6530	Financial Advisor
Mrs D Corner 26 Mark Way TARCOOLA WA 6530	Member
Reverend M Fawcett Uniting Church Office Shenton Street GERALDTON WA 6530	Member
Mr C Johnston 13 Glendinning Road TARCOOLA WA 6530	Member
Mr A Parker 129 Cathedral Avenue GERALDTON WA 6530	Member
Mr T Tuffin Geraldton Senior High School 35 Paringa Street MT TARCOLLA WA 6530	Member
Mrs S Mincherton "Nolba" Via YUNA WA 6532	Member
Mr J Stokes Naraling Via GERALDTON WA 6530	Member
Mrs V Van Keule Doust Street JURIEN WA 6516	Member

**KATANNING HOSTEL
BOARD OF MANAGEMENT**

Mr Alan Parks Post Office PINGRUP WA 6343	Chairman
G Addis PO Box 24 NYABING WA 6341	Member
M Doak KRACO Clive Street KATANNING WA 6317	Member
G Ogden 74 Blantyre Street KATANNING WA 6317	Member
I Murray Katanning District High School KATANNING WA 6317	Member
P Pringle Katanning District High School KATANNING WA 6317	Member
S Sprigg PO Box 110 TAMBELLUP WA 6320	Member
B Hendry Post Office BREMER BAY WA 6338	Member

**MERREDIN HOSTEL
BOARD OF MANAGEMENT**

Archdeacon Norman Apthorp All Saints Church MERREDIN WA 6415	Chairman
Mr Ray Robertson Davies Newsagency Bates Street MERREDIN WA 6415	Financial Advisor
Mr Lane Woodhead Principal Merredin Senior High School Woolgar Avenue MERREDIN WA 6415	Member
Mrs Jean Poole Post Office WESTONIA WA 6423	Member
Mr John Tuppen PO Box 327 MERREDIN WA 6415	Member
Mrs Shirley Thorn PO Box 25 BRUCE ROCK WA 6418	Member
Mrs Lynne Murray PO Box 13 NUNGARIN WA 6490	Member
Mr Vern Symes PO Box 51 MUNTADGIN J WA 6420	Member
Mrs Jan Stirrat PO Box 14 MUNTADGIN WA 6420	Member
Mr Brian Cameron Almavale ARDATH WA 6419	Member
Mr Don Bell Yilgarn Regional Office Mitchell Street MERREDIN WA 6415	Member

MOORA HOSTEL
BOARD OF MANAGEMENT

Mr Robin Randall Research Station BADGINGARRA WA 6521	Chairman
Mrs E Seery 6 Padbury Street MOORA WA 6510	Treasurer
Mrs C McMorran Post Office MOORA WA 6510	Member
Mr G Stark 234 Whitfield Street JURIEN WA 6516	Member
Mr G Young Principal Central Midlands Senior High School Ranfurly Street MOORA WA 6510	Member
Mr K Lee PO Box 78 LANCELIN WA 6044	Member
Mrs N Radford Post Office MOORA WA 6510	Member
Mr R Lukin Post Office MOORA WA 6510	Member
Reverend A John Rectory MOORA WA 6510	Member
Reverend P Tinney PO Box 148 WONGAN HILLS WA 6603	Member
Mr A V Crane MLA Parliament House PERTH WA 6000	Member

NARROGIN HOSTEL
BOARD OF MANAGEMENT

Mr Doug Fairclough 23 Northwood Street NARROGIN WA 6312	Chairman
Mr Cedric Andrews PO Box 367 NARROGIN WA 6312	Member
Mr Alan Holmes PO Box 3 PINGARING WA 6357	Member
Mrs Lorna Metzke PO Box 15 CUBALLING WA 6311	Member
Reverend Kevin Hall Park Street NARROGIN WA 6312	Member
Mr Ross Murray PO Box 16 PINGARING WA 6357	Member
Mr Brian Lange Principal Narrogin Senior High School NARROGIN WA 6312	Member
Mrs Lorraine Skinner Post Office KARLGARIN WA 6358	Member
Mr John Pyne PO Box 325 ARMADALE WA 6112	Member
Mrs Wendy Linaker 28 Fortune Street NARROGIN WA 6312	Member
Mrs Joan Forman PO Box 71 WILLIAMS WA 6391	Member
Mrs Dianne Eva PO Box 148 BROOKTON WA 6306	Member

**NORTHAM HOSTEL
BOARD OF MANAGEMENT**

Mr Tom Wilding PO Box 415 NORTHAM WA 6401	Chairman
Mr B Ackland Commonwealth Bank Fitzgerald Street NORTHAM WA 6401	Financial Advisor
Archdeacon M Brown 48 Chidlow Street NORTHAM WA 6401	Member
Mrs S Bray 98 Wellington Street NORTHAM WA 6401	Member
Mr A Pritchard Principal Northam Senior High School NORTHAM WA 6401	Member
Mrs E Junk PO Box 32 BEACON WA 6472	Member
Mrs E Kitto PO Box 1 CUNDERDIN WA 6407	Member
Mr K Lyon PO Box 13 BALLIDU WA 6606	Member
Reverend S Warren The Anglican Rectory Stirling Terrace TOODYAY WA 6566	Member
Mrs J Dwyer RMB 908 NORTHAM WA 6401	Member

TRAINING PROGRAMME

<p>UNIT 1 ORIENTATION AND INDUCTION</p> <p>FINANCE</p>	<p>Duty statement On the job training Career structure Community involvement by hostel Standards of hostel</p> <p>Money collection Receipting of monies Banking</p>
<p>UNIT 2 FIRST AID</p> <p>COMMUNICATION WITH TEENAGERS</p> <p>Pastoral care Counselling techniques Leadership</p> <p>PUBLIC RELATIONS</p> <p>School Parents Town</p>	<p>St. Johns first aid certificate and C.P.R. course Practical experience</p> <p>C.H.S.H.A. - Use wardens expertise " " " " Attend youth sport and recreation Leadership camp</p> <p>As directed by warden Include visits and overnight Stays at other hostels</p>
<p>UNIT 3 PUBLIC SPEAKING - Confidence</p> <p>CAMPING & SPORTS SPORTS</p> <p>ALTERNATIVE SPORTS</p> <p>CAMPING</p> <p>CARE OF FOOD PERSONAL HYGIENE TYPES OF FOOD COOKING SKILLS DISPOSAL OF WASTES</p>	<p>Join Rostrum club</p> <p>Football, netball, basketball, hockey & tennis rules. Coaching skills (use local expertise) Attend coaching seminars in Perth</p> <p>Indoor cricket, volleyball, badminton, archery, canoeing, swimming, bush walking. (Warden to tap local talent and organisations) List available camp, campsites, etc. List activities and games for camps. Sch. nurse, home economics teacher " " " " " " " " " " Hostel cook, " " " " " " "</p>

<p>UNIT 4 ARTS AND CRAFTS</p> <p>List all facilities, materials needed and the maintenance of such.</p> <p>HOBBIES List all hobbies that can be made available to students</p>	<p>Exposure to - Local arts and craft society " museum and art gallery " drama society " library</p> <p>Stamp collecting - coin collecting scouts - photography - horse riding - keep fit classes - BMX riding. (Use local facilities and expertise)</p>
<p>UNIT 5 CARE OF THE TEENAGER Pastoral care</p> <p>HOSTEL PRESENTATION Presentation of grounds and buildings, dining and sleeping areas.</p>	<p>Refresher course from Unit 2 C.H.S.H.A. - community services</p> <p>Visit to other hostels Warden - local expertise</p>
<p>UNIT 6 COMMUNITY INVOLVEMENT What can be done to involve the hostel with the community - student involvement with community</p> <p>LIFE SKILLS Self awareness and esteem Attitudes and values Co-operation and team management</p>	<p>Local Rotary, Lions, Jaycees, etc. Warden and senior supervisor</p> <p>Community services Wardens</p>
<p>UNIT 7 VEHICLE MAINTENANCE Daily check on vehicles Maintenance Trouble shooting</p> <p>EQUIPMENT 16MM and slide projectors Video recorder Television Public address system, etc.</p>	<p>Local mechanic</p> <p>Stock records Maintenance of equipment</p>
<p>UNIT 8 YOUTH LEADERSHIP</p> <p>APPRAISAL OF ALL 7 UNITS</p>	<p>Attend a further Youth, Sport and Recreation camp or seminar C.H.S.H.A.</p>



