ANNUAL REPORT

TO THE

ANNUAL GENERAL MEETING

TUESDAY 14 MAY 2013

Middle School Resource Centre
King’s Campus
SCHOOL COUNCIL 2012

Standing: Mrs Jo Macklin, Assoc Prof Pat Buckley, Mr Ian Budenberg, Mr David Minns, Ms Wendy Wills, Mr Christopher Meulengraaf, Mr Bob Schinckel, Mr Mark Porter

(left to right)

Sitting: Mrs Catherine Barnett, Mr Andrew Forman, Mrs Elizabeth Game (Chair), Mr Luke Thomson (Principal), Ms Sue Grandison

(left to right)
FINANCE AND AUDIT
Mr Andrew Forman (Chair)
Mrs Sue (Susan) Hatcher
Mr Robert Kennett
Mr Christopher Meulengraaf
Prof Warwick Sarre
Principal
Business Director
Deputy Principal
School Accountant

EDUCATION
Mrs Elizabeth Game (Chair)
Assoc Prof Pat Buckley
Mrs Hilary Hann
Mr Mark Porter
Mr Bob Schinckel
Dr Susan Taylor
Principal
Dean of Studies
Head of Junior School Curriculum

PLANNING & PROPERTIES
Mr Ian Budenberg (Chair)
Mr Darryl Crebbin
Mr Paul Leadbeter
Mrs Jo Macklin
Ms Melissa Mellen
Ms Sue Phillips
Ms Simon Vinall
Principal
Head of Junior School
Building & Grounds Manager

MARKETING
Mrs Catherine Barnett (Chair)
Mr Andrew Andrews
Mrs Nicola Feeney
Ms Sue Grandison
Mr Peter Joy
Mr Tim O'Callaghan
Principal
Business Director
Communications Director
It is my pleasure this evening to report on the 2012 year at Pembroke School.

In 2012 Pembroke affirmed its position as a well established, successful and widely respected school, maintained its high academic achievement and celebrated student graduates of confident, responsible and compassionate character.

The goal we have set is to make Pembroke even better by measuring our performance against the five fine Aims which philosophically underpin our educational offering and improving that performance. Three key tools are being developed to achieve this; first, the Pembroke Improvement Plan (PIP) which follows a comprehensive consultative review of the educational programme and the systems and facilities which support it and consists of recommendations consequent on that review; second a Master Plan to guide development of the built environment; and third a remodelling of the Foundation, governance and operational structures to support fundraising and strengthen the financial independence of the School.

It is timely to acknowledge the very great effort that the Principal Mr Luke Thomson has put into the process of formulating and commencing the implementation of the PIP. He has done so with respect for the traditions and strengths of Pembroke and with experienced and inspirational insight into the future for the School.

I thank our Principal, our senior staff and all our teachers for their excellent dedication not only to their central role but also to the myriad other roles that a school such as Pembroke creates and asks of them. Equally I thank our Business Director Ms Wendy Wills and all those involved in the administration and support of our educational programme and its numerous allied activities for their commitment. The vibrant successful life of Pembroke in 2012 is the well deserved outcome.

Planning

The Principal has completed the Pembroke School Improvement Plan. The Plan has come to fruition after 18 months of consultation and reflection. The Plan was launched to the community throughout the course of 2012 in public meetings, through community publications and finally in electronic publication of “Creating Our Future – the Pembroke Improvement Plan” which can be accessed on the Pembroke website (http://creatingourfuture.realviewdigital.com/?iid=70923). While this annual report will not attempt to detail the Plan in full, this can be done through numerous publications; it will outline the key initiatives of the Plan begun in 2012 that have had an immediate impact on our School operations.

There are a number of committees that have been established to strengthen the School’s commitment to areas of our operation thought to be in need of increased support. They are: the Information Technology and Development Committee; the Publications Committee; the Development Committee; the Properties, Grounds and Maintenance Committee and the Administrators Co-ordinators Committee. Each of these committees focus their work on improving the robustness of systemic support for the School. They are particularly trying to enhance excellent communication from the School to the community and clarifying future strategic and practical directions.

There have been a number of management changes to support initiatives in the Plan and to accommodate the reallocation of priorities in light of the Plan. They are: the consolidation of teaching and non-teaching staff support into a Human Resource Department under the guidance of the Deputy Principal; the creation of a new senior position called Dean of Administration whose responsibility includes ensuring the good health of key organisational and administrative underpinnings of the School and their connection to the extended community; a SACE Co-ordinator position that releases the link between the co-ordination of SACE and the Dean of Studies role - this has freed the Dean of Studies to pursue school-wide curriculum initiatives, goals, and curriculum and assessment quality assurance. It also acknowledges the support needed for the increasingly complex demands of the SACE and its successful implementation; the creation of a Co-ordinator of Indigenous Students and a formalisation of the role of Middle School Learning Support Co-ordinator.
The key outcome of these initial leadership changes has been to identify and respond to the on-going complexity of our School in a rational way and have, as a priority, a focus on bringing people from often disparate areas of the School together - allowing for much improved communication, priority setting and task completion. This is also to be accomplished through an increase in staff professional development time that will focus on School planned and occasionally unplanned priorities.

Curriculum in the Junior School

The Junior School successfully navigated and completed the rigours of a five yearly IB Primary Years Programme review. Our Junior School continues to offer an excellent education programme mixing the needs of the new National Curriculum within the framework of the IB Primary Years Programme. This is a programme combination that remains responsive to our Junior School curriculum needs and continues to ensure a good foundational educational programme is in place for all students who attend the Junior School.

Student Support

Our Student Support programmes continue to develop across the School. The programme has grown considerably over the last four years and now reaches many students across all schools. The capacity for the School to offer thoughtful and challenging programmes for students with special identified learning needs is important and serves our community well. It is worth noting that the success of our graduating students in 2012 was shared by a number of longstanding members of the student body who were continually engaged in the Learning Support programmes at the School including the Hearing Unit and specific and tailored courses offered by or negotiated with the School. Our ability to remain flexible and supportive of students with diagnosed learning needs is an important aspect of our educational programme and has been since the 1980s when the School took the bold step of introducing a Hearing Unit.

SACE

It was pleasing to note a strong showing in the results of the SACE in 2012. The results have been identified and analysed in our February News publication so this AGM report will not provide deep analysis. In short our results were excellent. All students attained their SACE and three students achieved the full ATAR score of 99.95. One student, Michael Bettison, was also recognised, receiving the Governor of South Australia Commendation award. This award is received by the top 25 students state-wide. The results showed an increased confidence on the part of students and staff managing the demands of the new SACE. There were a number of outstanding and notable student and staff achievements. The new SACE Co-ordinator is Ms Ann Rayson. Ms Rayson has an excellent ability to manage the many demands and idiosyncrasies of the SACE and we look forward to her contribution in this role.

IB Diploma

Mrs Gabi Walldorf-Davis became the new IB Co-ordinator after the retirement of Ms Rosemary Abbott in 2012. Mrs Waldorf-Davis could not have wished for a better introductory year for her first cohort of IB students. All students passed the Diploma and many excellent results were achieved including three 45s (top scores) achieved by Nicholas Duddy, Lachlan Tamlin and Katie Richards.

Combined IB and SACE

Across both IB and SACE 9 students achieved an ATAR (Australian Tertiary Attainment Rank) of 99.95. 27 students achieved an ATAR of 99 (Top 1%). 91 students achieved an ATAR of 95 (Top 5%) and 123 students received an ATAR of 90% (Top 10%). In all 53% of the cohort were in the Top 10% of ATAR scores.

National Curriculum

Staff are involved in preparing and delivering Stage One of the National Curriculum. This stage involves the introduction of National Curricula in English, Mathematics, Science and History to all schools. There were a number of subjects piloting the new curriculum in different year levels during 2012. 2013 is the beginning of the National Curriculum roll out and it will progressively be phased in over the next five years with the introduction of the additional subject areas of Phase II Geography, Languages and the Arts and Phase III Health and Physical Education and Technologies.
**Staff Professional Development**

The increasingly demanding changes to education and education-related legislation in the Nation and State have required a particular preoccupation for Staff professional development. This has involved many sessions on the new SACE, changes to IB curriculum, the implementation of the National Curriculum, the analysis and development of NAPLAN and new assessment regimes. While there has been some easing off of these demands as each programme becomes established they remain important priorities and accounted for a great deal of staff professional development time in 2012.

In addition there was a follow up to the professional dialogue established in 2011 on the future direction and planning for the School. This follow up included a school-wide professional development session considering the effective use and management of data – assessment and otherwise – across the School. The day also included exploring ideas behind establishing an effective teacher reflection model for the staff.

Both sessions produced excellent feedback and input from staff that will further inform changes and initiatives in 2013.

**Welfare**

There were a number of welfare initiatives consolidated in 2012 that follow on from those set in 2011. Parent and student support for the re-writing of the “parties’ policy” was most pleasing and has helped to settle an often troubling area for schools.

In 2012 the School continued an extensive communication and information programme for students and parents on the sensible and safe use of alcohol. This again included a visit by Mr Paul Dillon, an expert in alcohol use and abuse. His presentations were very well received by parents and students at the School.

Our Year 8 and 9 students who were involved in a research study examining the relationship between “perfectionism” in adolescent academic behaviour and depression gained the benefit of that research through a number of information sessions from Dr Tom Nehmy. His presentations extended to Year 12 students in 2012 and his encouragement of realistic thinking has been well received by students, staff and parents alike.

In 2012 we further extended our communication to include information sessions for students, staff and parents on cyber bullying and “digital reputations”. Mrs Susan McClean, an authority for such matters ran these sessions. The Dean of Student Welfare is continuing to develop a strong programme that will further be developed and enhanced in 2013 including an inaugural programme run by Dr Nehmy called Healthy Minds.

The School community experienced a number of untimely and tragic deaths in 2012. Year 12 student Jackson Marsh, Boarding House tutors Duncan Falconer and Luke Callaghan, Old Scholars Rebecca Lam and James Mellor, former teacher Campbell Whalley and long standing parent and friends of the School Adam Plate and Warren Bonython. The School staff, students and parents managed the circumstances in a most supportive and admirable way. The School continues to provide on-going support to family and friends of those who passed away where it is able.

**Associations**

The Foundation continued to support the School in many ways and particularly through expanding its remit from an organisation primarily focussed on fundraising for capital projects, to exploring other avenues of support including indigenous education and scholarship funds. These initiatives have also lead to an extensive re-modelling of the role of the Foundation and an examination of the place of “development” in the life of the School. The School Council will be examining suitable structural support for the Foundation during 2013.

The Old Scholars have had a most productive year exploring additional ways they can support their organisation and the School. They have developed business network lunches amongst Old Scholars and they are exploring how Old Scholars can better use their skills and experience to support senior students at the School. One such way has been the establishment of a Careers breakfast where experienced Old Scholars from all manner of professional backgrounds spent time chatting to students about their careers. Such initiatives are most welcome and I am pleased to say that the calendar for 2013 includes a repeat of the Careers breakfast.

The School also contributed to a refurbishment of the Old Scholars’ War Memorial Pavilion changing rooms and continues to communicate about other capital support that may help progress the ever growing and welcome Old Scholar sporting clubs.
Capital Developments

There have been a number of capital projects undertaken during 2012. They have focussed on upgrading existing facilities and completing longstanding smaller capital projects.

Junior School

Refurbishment of the Junior School facilities has continued. Two more classrooms were upgraded with new wall linings, carpets, lighting and ceilings plus repositioned windows. Hallways and the atrium were relined and new skylights installed.

Middle School

The Middle School has benefited from a refit and upgrade of the Slade wing and as a continuation of the refurbishment of the Mellor wing completed last year. This build included rejuvenating classrooms and associated offices and the addition of four new offices; enhancing the southern entrance to the Middle School from Oval Terrace and the eastern carpark; widening of the first floor veranda; and the creation of additional undercover spaces and external seating for students on both levels. In addition the eastern aspect of the Chapel has been adorned with a wall and water feature enclosing a new outdoor reflective space.

Old Watulunga

Detailed plans for an extension to the accommodation and recreation facilities at Old Watulunga have been completed by Grieve Gillett architects.

Pembroke School Master Plan

The School has engaged Grieve Gillett after an extensive tendering process to complete a school facilities Master Plan. The School Master Plan brings together all of the physical changes highlighted in the Pembroke School Improvement Plan. The Master Plan will give coherence to future capital developments consistent with the educational goals and vision as presented in the Improvement Plan.

School Council

Mr Michael Evans, Chair of Council, retired in June 2012. Michael first joined the Council as an Old Scholars’ nominee in 2003 and served as a member of the Finance Advisory Committee and Chaired the Marketing Advisory Committee prior to his election as Chair of Council in January 2009. In addition to his valuable legal experience, Michael brought to Council wise leadership and great enthusiasm for the community life of Pembroke. He most successfully oversaw the transition to the new Principal in 2010.

Mrs Elizabeth Game, then Deputy Chair, was elected Chair to succeed Michael and Mr Andrew Forman elected as Deputy Chair.

Mr Chris Meulengrass retired as Chair of the Foundation Board and as the Foundation nominee to Council in May however was a welcome reappointment to Council as a Council appointee in June 2012. Mr David Minns became the new Foundation Chair and nominee to Council. Ms Judy Willoughby, Mrs Alex Hackett and Mr Greg Howe retired from the Foundation Board in June 2012.

Dr Rick Sarre, Professor of Law & Criminal Justice at the University of SA, was appointed to the Finance Advisory Committee in June 2012. Ms Simone Vinall, an architect, was appointed to the Planning & Properties Committee in August 2012.

I would particularly like to thank the respective Chairs of the Advisory Committees for their dedicated work: Mr Andrew Forman, Finance; Mr Ian Budenberg, Planning & Properties and Mrs Catherine Barnett, Marketing, noting that I have remained Chair of Education.

The School is most grateful to all members of Council and its Advisory Committees for the valuable contribution of their time and expertise in support of the good governance and continued strength of Pembroke.

Finally, it was with great pleasure that former Principal, Mr Malcolm Lamb AM was presented in November 2012 with Life Membership of the School in recognition of his vital educational leadership under which the School flourished as a school of academic excellence and strong community culture. I believe that we can be confident that Pembroke School continues as such today.
The following permanent staff left during 2012:

- Ms Lynne Bennett (1994) - Languages Teacher
- Miss Therese Farley (2005) - Campbell House Boarding Supervisor
- Mrs Kaye Gill (1984) Junior School Teacher
- Mrs Monica Heida (2009) Middle School Library Audio Visual Technician
- Ms Terri Hubbard (2004) – Junior School Learning Support Assistant
- Mrs Annette Lamont (2004) – Science Teacher
- Mrs Helen McKay (1987) Junior School Teacher
- Mrs Janis Martin (1984) – Middle School Teacher Librarian
- Mrs Amanda Murphy (2000) – Junior School Teacher Librarian
- Mr Shaun Oakey (2000) – Head of Geography
- Mrs Jo Reeve (1998) – Early Learning Centre Teacher
- Mrs Kathy Stewart (1989) – Executive Assistant to the Deputy Principal

The following staff concluded their contracts in 2012:

- Ms Joanne Cardone – Junior School Teacher
- Mrs Rachel Dalton – Acting Middle School Teacher Librarian
- Mrs Xiuxiang Dunn – Chinese Teacher
- Mr Tom Evans – Physical Education Teacher
- Mr Rodney Fagg – Mathematics Teacher
- Mrs Tsam Georgoudis – Junior School Library Assistant
- Mrs Petrina Harris – Junior School Teacher Librarian
- Miss Elizabeth Heuzenroeder – English and History Teacher
- Dr Christopher Holden – Science Teacher
- Ms Victoria House – Junior School Teacher
- Ms Jennifer McGrath – French Teacher
- Mrs Pam, McKenzie – Middle School Library Assistant
- Ms Sally Mahony - Visual Art Teacher
- Mr Troy Piechnick – Humanities Teacher
- Mr Paul Sterck – Science and Mathematics Teacher

The following new staff commenced in 2012:

**Permanent**
- Mrs Luigina Doyle – Junior School Teacher
- Mrs Sally Fleet – Building and Grounds Assistant
- Mr Simon Miller – Head of Geography
- Mr Darryl Pope – Director of Music
- Mrs Gabriele Walldorf-Davis – Head International Baccalaureate

**Contract – permanent from 2013**
- Mrs Amy Viselli – Middle School Administration Assistant
- Serena Williams – School Shop Assistant

**Contract**
- Ms Lauren Astill – Chemistry and Science Teacher
- Mrs Sue Barratt – Campbell House Boarding Supervisor
- Mrs Carolina Barquero-Masero – Junior School Spanish
- Mrs Tracey Bartholomew – Junior School Teacher
- Ms Elizabeth Clark – Physical Education Teacher
- Mr Jonathon Gelsthorpe – Junior School Teacher
- Mrs Chris Pollard – Chemistry Laboratory Assistant
- Miss Amy Rella – Outdoor Education Leader
- Mrs Miriam Smith – ESL Teacher
- Ms Jodie Tonkin – Early Learning Assistant

The following staff became permanent in 2012:
- Ms Jacinta Cappo - Early Learning Centre Teacher
- Ms April Miller – Early Learning Centre Assistant
- Mrs Jo Riggs – Junior School Teacher
- Mr Jonathan Tickle – Economics and Business Studies Teacher
The Annual Financial Statements for the year ended 31 December 2012 as audited are available from the Business Director. KPMG as the School’s external auditors have issued an unqualified audit report on the Statements and we thank them for their diligence as auditors of the School.

The School’s finances are managed by the finance team led by Business Director, Wendy Wills. Oversight is provided by the Finance and Audit Committee, who report directly to the Pembroke School Council.

The 2012 year resulted in a surplus of $0.700 million compared to $3.487 million in 2011. The 2011 surplus included Commonwealth capital grants of $0.997 million. The surplus is lower than in recent years reflecting increased wages and salaries, technology and utilities costs.

Recruent Commonwealth and State Government grants totalled approximately $6.909 million ($6.637 million in 2011). The average recurrent income received per student was $20,882 ($19,978 in 2011) comprising fees (79.0%) State Government recurrent grants (4.9%) and Federal Government recurrent grants (16.1%).

A total of $4.497 million ($4.083 million in 2011) in capital expenditure was spent on new and upgraded buildings, grounds, facilities, plant, vehicles, equipment and IT infrastructure.

Cash generated during the year was applied to the upgrade and refurbishment of Middle and Junior School classrooms, the Old Scholars War Memorial Pavilion change-rooms; Junior School playgrounds and landscaping at 3 Walsall Street.

At the end of 2012 the School's net external debt after deducting cash reserves set aside for the Principal's Bursary Fund ($1.269 million) and the Bequest accounts ($0.217 million), totalled $2.116 million ($0.991 million in 2011).

The School enjoys a full and stable enrolment which generates strong operating cash flows to fund School operations. This combined with a healthy balance sheet and a low debt position means the school continues to be in a sound financial position.

The School has two funds offering tax deductibility for donations, firstly, the Pembroke School Building Fund which supports the physical infrastructure of the School and, secondly, the Margaret Sellars Perpetual Trust Fund which has been set up to provide scholarships and bursaries to enable country, indigenous and other students who otherwise may not be able to access a Pembroke education. The School acknowledges the continued support of the Foundation Patron, Mrs Margaret Bennett, parent bodies and all of our donors for their continued financial support.
## PEMBROKE SCHOOL INC.
### STATEMENT OF COMPREHENSIVE INCOME
#### FOR THE YEAR ENDED 31 DECEMBER 2012

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
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</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition and boarding fees</td>
<td>28,615,778</td>
<td>27,246,267</td>
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<tr>
<td>Remissions and allowances</td>
<td>(2,622,977)</td>
<td>(2,457,395)</td>
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<tr>
<td><strong>Total Net Tuition and Boarding Fees</strong></td>
<td>25,992,801</td>
<td>24,788,872</td>
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<td><strong>Other Income</strong></td>
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<tr>
<td>Sundry fees and income</td>
<td>2,792,416</td>
<td>3,083,968</td>
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<tr>
<td>Recurrent Grant – Commonwealth</td>
<td>5,155,245</td>
<td>4,894,575</td>
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<td>Recurrent Grant – State</td>
<td>1,753,818</td>
<td>1,742,871</td>
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<td>Profit on disposal of non-current assets</td>
<td>3,925</td>
<td>83,554</td>
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<td>Capital grants – Commonwealth</td>
<td>1,168</td>
<td>997,141</td>
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<td>Capital receipts – donations</td>
<td>22,297</td>
<td>26,428</td>
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<td><strong>Total Other Income</strong></td>
<td>9,728,869</td>
<td>10,828,537</td>
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<td><strong>TOTAL REVENUE</strong></td>
<td>35,721,670</td>
<td>35,617,409</td>
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<thead>
<tr>
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<th>2012</th>
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<tr>
<td><strong>EXPENSES</strong></td>
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<tr>
<td>Tuition and boarding expenses</td>
<td>23,656,227</td>
<td>21,633,736</td>
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<td>Administration and property expenses</td>
<td>11,339,953</td>
<td>10,460,175</td>
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<td>Borrowing costs</td>
<td>25,766</td>
<td>36,932</td>
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<td><strong>TOTAL EXPENDITURE</strong></td>
<td>35,021,946</td>
<td>32,130,843</td>
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<thead>
<tr>
<th></th>
<th>2012</th>
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<tr>
<td><strong>SURPLUS FOR PERIOD</strong></td>
<td>699,724</td>
<td>3,486,566</td>
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<td>Other comprehensive income for period</td>
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<td>0</td>
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<td><strong>TOTAL COMPREHENSIVE INCOME FOR PERIOD</strong></td>
<td>699,724</td>
<td>3,486,566</td>
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**PEMBROKE SCHOOL INC.**

**STATEMENT OF FINANCIAL POSITION**

**AS AT 31 DECEMBER 2012**

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
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</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
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<tr>
<td>Cash at bank - Operating</td>
<td>384,385</td>
<td>8,764</td>
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<tr>
<td>Cash at bank – Reserves</td>
<td>1,485,960</td>
<td>1,389,436</td>
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<tr>
<td>Inventories</td>
<td>286,620</td>
<td>292,843</td>
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<td>Receivables</td>
<td>16,370</td>
<td>12,193</td>
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<td>Other debtors &amp; prepayments</td>
<td>314,916</td>
<td>727,591</td>
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<td><strong>TOTAL CURRENT ASSETS</strong></td>
<td>2,488,251</td>
<td>2,430,827</td>
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<td><strong>Non-Current Assets</strong></td>
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<tr>
<td>Property, Plant and Equipment</td>
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<tr>
<td>Land</td>
<td>2,471,051</td>
<td>2,471,051</td>
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<td>Freehold buildings</td>
<td>37,742,065</td>
<td>34,937,534</td>
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<td>Leasehold improvements</td>
<td>2,368,480</td>
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<td>Plant and equipment</td>
<td>2,548,309</td>
<td>2,688,832</td>
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<td><strong>TOTAL NON-CURRENT ASSETS</strong></td>
<td>45,129,905</td>
<td>42,423,918</td>
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<td><strong>TOTAL ASSETS</strong></td>
<td>47,618,156</td>
<td>44,854,745</td>
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<td><strong>Current Liabilities</strong></td>
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<td>Bank Overdraft</td>
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<td>Accounts payable</td>
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<td>826,298</td>
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<td>Fee deposits</td>
<td>885,755</td>
<td>839,015</td>
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<td>Owing to Related Organisations</td>
<td>37,300</td>
<td>42,000</td>
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<td>Other creditors</td>
<td>720,964</td>
<td>633,117</td>
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<td>Commercial bills</td>
<td>2,500,000</td>
<td>1,000,000</td>
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<td>Provision for employee entitlements</td>
<td>1,009,547</td>
<td>851,952</td>
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<td>Finance lease liabilities</td>
<td>54,395</td>
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<td><strong>TOTAL CURRENT LIABILITIES</strong></td>
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<td>4,529,209</td>
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<td><strong>Non-Current Liabilities</strong></td>
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<tr>
<td>Provision for employee entitlements</td>
<td>2,874,147</td>
<td>2,446,417</td>
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<td>Finance lease liabilities</td>
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<td><strong>TOTAL NON-CURRENT LIABILITIES</strong></td>
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<td>2,535,063</td>
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<td><strong>TOTAL LIABILITIES</strong></td>
<td>9,127,959</td>
<td>7,064,272</td>
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<tr>
<td><strong>NET ASSETS</strong></td>
<td>38,490,197</td>
<td>37,790,473</td>
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<td><strong>Equity</strong></td>
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<td>Accumulated funds</td>
<td>17,754,504</td>
<td>18,405,668</td>
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<td>Property development reserve</td>
<td>19,182,898</td>
<td>17,883,258</td>
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<tr>
<td>Old Watulunga re-development reserve</td>
<td>52,436</td>
<td>52,436</td>
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<td>Principal's bursary fund reserve</td>
<td>1,279,451</td>
<td>1,238,255</td>
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<td>Bequest account fund reserve</td>
<td>220,908</td>
<td>210,856</td>
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<td><strong>TOTAL EQUITY</strong></td>
<td>38,490,197</td>
<td>37,790,473</td>
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# PEMBROKE SCHOOL INC.

**STATEMENT OF CASH FLOWS**

**FOR THE YEAR ENDED 31 DECEMBER 2012**

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>Cash flows from operating activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receipts from fees and other income</td>
<td>35,736,843</td>
<td>34,481,712</td>
</tr>
<tr>
<td>Payments to suppliers and employees</td>
<td>(31,978,525)</td>
<td>(30,755,325)</td>
</tr>
<tr>
<td><strong>NET CASH INFLOW FROM OPERATING ACTIVITIES</strong></td>
<td>3,758,318</td>
<td>3,726,387</td>
</tr>
<tr>
<td><strong>Cash flows from financing activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lease repayments</td>
<td>(84,512)</td>
<td>(73,411)</td>
</tr>
<tr>
<td>Commercial bills receipts</td>
<td>2,500,000</td>
<td>1,000,000</td>
</tr>
<tr>
<td>Commercial bills repayments</td>
<td>(1,000,000)</td>
<td>(1,800,000)</td>
</tr>
<tr>
<td>Interest paid</td>
<td>(25,766)</td>
<td>(36,932)</td>
</tr>
<tr>
<td>Capital receipts</td>
<td>23,465</td>
<td>1,023,569</td>
</tr>
<tr>
<td><strong>NET CASH INFLOW / (OUTFLOW) FROM FINANCING ACTIVITIES</strong></td>
<td>1,413,187</td>
<td>113,226</td>
</tr>
<tr>
<td><strong>Cash flows from investing activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payments for non-current assets</td>
<td>(4,497,170)</td>
<td>(4,802,586)</td>
</tr>
<tr>
<td>Proceeds on sale of non-current assets</td>
<td>50,125</td>
<td>138,450</td>
</tr>
<tr>
<td><strong>NET CASH OUTFLOW FROM INVESTING ACTIVITIES</strong></td>
<td>(4,447,045)</td>
<td>(4,664,136)</td>
</tr>
<tr>
<td><strong>Net increase / (decrease) in cash held</strong></td>
<td>724,460</td>
<td>(824,523)</td>
</tr>
<tr>
<td><strong>Cash at the beginning of the financial year</strong></td>
<td>1,145,885</td>
<td>1,970,408</td>
</tr>
<tr>
<td><strong>CASH AT THE END OF THE FINANCIAL YEAR</strong></td>
<td>1,870,345</td>
<td>1,145,885</td>
</tr>
</tbody>
</table>
2012 KEY DATA

The following data is provided as required by the Federal Government through the Schools Assistance Act, 2008.

A. Student Numbers over the Years

<table>
<thead>
<tr>
<th>YEAR</th>
<th>JS</th>
<th>MS</th>
<th>SS</th>
<th>TOTAL*</th>
<th>BOARDERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1991</td>
<td>308</td>
<td>653</td>
<td>430</td>
<td>1,391</td>
<td>128</td>
</tr>
<tr>
<td>1992</td>
<td>330</td>
<td>672</td>
<td>438</td>
<td>1,440</td>
<td>145</td>
</tr>
<tr>
<td>1993</td>
<td>363</td>
<td>690</td>
<td>464</td>
<td>1,517</td>
<td>143</td>
</tr>
<tr>
<td>1994</td>
<td>381</td>
<td>697</td>
<td>460</td>
<td>1,538</td>
<td>137</td>
</tr>
<tr>
<td>1995</td>
<td>400</td>
<td>701</td>
<td>441</td>
<td>1,542</td>
<td>122</td>
</tr>
<tr>
<td>1996</td>
<td>396</td>
<td>704</td>
<td>450</td>
<td>1,550</td>
<td>125</td>
</tr>
<tr>
<td>1997</td>
<td>389</td>
<td>707</td>
<td>452</td>
<td>1,548</td>
<td>124</td>
</tr>
<tr>
<td>1998</td>
<td>384</td>
<td>709</td>
<td>453</td>
<td>1,546</td>
<td>124</td>
</tr>
<tr>
<td>1999</td>
<td>389</td>
<td>718</td>
<td>436</td>
<td>1,543</td>
<td>113</td>
</tr>
<tr>
<td>2000</td>
<td>376</td>
<td>690</td>
<td>467</td>
<td>1,533</td>
<td>104</td>
</tr>
<tr>
<td>2001</td>
<td>361</td>
<td>719</td>
<td>457</td>
<td>1,537</td>
<td>110</td>
</tr>
<tr>
<td>2002</td>
<td>376</td>
<td>714</td>
<td>461</td>
<td>1,551</td>
<td>106</td>
</tr>
<tr>
<td>2003</td>
<td>377</td>
<td>710</td>
<td>456</td>
<td>1,543</td>
<td>108</td>
</tr>
<tr>
<td>2004</td>
<td>372</td>
<td>722</td>
<td>459</td>
<td>1,553</td>
<td>119</td>
</tr>
<tr>
<td>2005</td>
<td>381</td>
<td>719</td>
<td>458</td>
<td>1,558</td>
<td>116</td>
</tr>
<tr>
<td>2006</td>
<td>375</td>
<td>717</td>
<td>459</td>
<td>1,551</td>
<td>113</td>
</tr>
<tr>
<td>2007</td>
<td>381</td>
<td>706</td>
<td>471</td>
<td>1,558</td>
<td>110</td>
</tr>
<tr>
<td>2008</td>
<td>393</td>
<td>714</td>
<td>464</td>
<td>1,571</td>
<td>114</td>
</tr>
<tr>
<td>2009</td>
<td>379</td>
<td>717</td>
<td>466</td>
<td>1,562</td>
<td>121</td>
</tr>
<tr>
<td>2010</td>
<td>374</td>
<td>720</td>
<td>468</td>
<td>1,562</td>
<td>121</td>
</tr>
<tr>
<td>2011</td>
<td>378</td>
<td>723</td>
<td>463</td>
<td>1,564</td>
<td>115</td>
</tr>
<tr>
<td>2012</td>
<td>402</td>
<td>711</td>
<td>464</td>
<td>1,577</td>
<td>109</td>
</tr>
</tbody>
</table>

* includes ELC & Yr 13 IB (to 2002)

B. Staff Numbers (as at December 2012, figures in brackets show the comparative statistic for 2011)

- Teaching Staff FTE: 156.3* (151.95)*
- Non-teaching Staff FTE: 74.13** (73.44)**
- Student/Teacher Ratio Primary: 11.01* (10.48)*
- Student/Teacher Ratio Secondary 9.59 (9.99)

* Excludes ELC teaching staff and students
** Excludes Boarding House Staff

C. Staff Length of Service and Retention

As of December 2012, the average length of service for permanent teaching staff members was 11.77 years. The equivalent figure for December 2011 was 11.86 years and this figure has trended upwards from 8.5 years in 1995. During 2012, nine permanent teachers left the School which represents 5.4 per cent of the total permanent teaching staff of that year. The number of departing teachers during 2011 was nine.

D. Staff Attendance

This data may be obtained on request from the School Accountant.

E. Staff Professional Development

Total expenditure on staff professional development in 2012 was $210,431. The expenditure in 2011 was $148,638
F. Student Attendance

The average student attendance each day through the year was 96.3 per cent as against 96.8 per cent in 2011.

G. Student Retention Rates

The student retention rate from Year Nine 2008 to Year Twelve 2012 was 114 per cent as compared with 121 per cent for last year's equivalent figure.

H. Public Examination Results (SACE and IB)

Detailed figures are included in a brochure which is sent home to parents and other members of the community as well as appearing in the year book and on the School's website.

I. National Benchmark (bmk) Testing Results (NAPLAN) 2011

These tests were conducted across Years Three, Five, Seven and Nine in Numeracy and Literacy. This is a Federal Government requirement. The data gathered will be used to assist particular students, who fall below the National Benchmark. The results are summarised below and more information can be obtained from the School on request while parents of the students involved had the results for their children posted home in September.

J. % of students who achieved National Minimum Standards in 2012 (NMS)

NAPLAN 2012

NAPLAN is part of the Federal Government's National Assessment Programme for schools focussing on literacy and numeracy levels in Years 3, 5, 7 and 9. Parents and students receive detailed reports in September each year indicating student performance against state and national trends.

A. % of students who achieved National Minimum Standards in 2012 (NMS)

<table>
<thead>
<tr>
<th></th>
<th>Reading</th>
<th>Writing</th>
<th>Spelling</th>
<th>Grammar &amp; Punctuation</th>
<th>Numeracy</th>
<th>Participation Rate %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 3</td>
<td>96</td>
<td>100</td>
<td>98</td>
<td>98</td>
<td>98</td>
<td>100</td>
</tr>
<tr>
<td>Year 5</td>
<td>97</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>99</td>
<td>99</td>
</tr>
<tr>
<td>Year 7</td>
<td>98</td>
<td>98</td>
<td>100</td>
<td>99</td>
<td>98</td>
<td>100</td>
</tr>
<tr>
<td>Year 9</td>
<td>98</td>
<td>94</td>
<td>97</td>
<td>99</td>
<td>100</td>
<td>99</td>
</tr>
</tbody>
</table>

B. Mean Scores as Proficiency Band

(Students are graded on a single scale: Bands 1 – 10. National Minimum Standards are set for each Year level and National Averages are also reported for each year level.)

<table>
<thead>
<tr>
<th>National Minimum Standard</th>
<th>Reading Pembroke (National Average)</th>
<th>Writing Pembroke (National Average)</th>
<th>Spelling Pembroke (National Average)</th>
<th>Grammar &amp; Punctuation Pembroke (National Average)</th>
<th>Numeracy Pembroke (National Average)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 3 (2)</td>
<td>5 (4)</td>
<td>4 (4)</td>
<td>5 (4)</td>
<td>5 (4)</td>
<td>5 (4)</td>
</tr>
<tr>
<td>Year 5 (4)</td>
<td>7 (6)</td>
<td>6 (5)</td>
<td>7 (6)</td>
<td>7 (6)</td>
<td>6 (6)</td>
</tr>
<tr>
<td>Year 7 (5)</td>
<td>8 (7)</td>
<td>7 (6)</td>
<td>7 (7)</td>
<td>8 (7)</td>
<td>8 (7)</td>
</tr>
<tr>
<td>Year 9 (6)</td>
<td>8 (7)</td>
<td>8 (7)</td>
<td>8 (7)</td>
<td>8 (7)</td>
<td>9 (8)</td>
</tr>
</tbody>
</table>

Please note the Writing Scale for 2011 - 2012 cannot be compared to previous years as the task was Persuasive Writing and a different scale was used.
J. List of Senior Staff and their Qualifications

(i) Senior Teaching Staff (year denotes date of commencement at the School)

Principal

Deputy Principal

Heads of Sub-Schools
Middle: Mr P R Deane B.Sc., Dip.Ed. (1975)

Dean of Studies

Dean of Student Welfare

Assistant Heads of Sub-Schools
Middle: Mr M Roberts B.Ed. (2009)

Head of the International Baccalaureate
Mrs G M Walldorf-Davis BA (Hons) DipEd (2012)

Manager of the Timetable
Mr K A Lawry B.Sc. (Hons), Dip.Ed. (1993)

Heads of Boarding
Campbell House: Mr E R Shillabeer B.Ed. (1999)

Heads of Departments
Humanities: Mrs A A Piggott B.Sc. (Hons), Grad.Cert.Ed. (2005)
Mathematics: Mr I J Hilditch B.Sc. (Hons), Dip.Ed. (1992)
Science: Ms S G Grandison B.Sc. (Hons), Dip.Ed. (1992)

Heads of Houses (Middle School)
Medlin: Mr B P Knights B.Sc. (Hons), Dip.Ed. (2002)

Senior Tutors (Senior School)
Mrs G Maynard B.A. (Hons) DipT (1993)

Chaplain
Director of Sport

Director of Girls’ Sport
Mrs S A Martin BAppSc BEd. (2008)

Director of Career Services

Director of Publications
Mr T P O’Loughlin B.Ed. (1998)

Educational Psychologist

Middle School Counsellor

(ii) Senior Non-Teaching Staff

Business Director

Communications Director

Foundation Director
Ms A H Bourchier (1990)

Human Resources Director

Information Systems Director

Finance and Administration Manager
Mr G P Rowse P.N.A. (1999)

Buildings and Grounds Manager

Facilities Manager
Mr J P Muir (1986)

Old Watulunga Manager