ANNUAL REPORT

TO THE

ANNUAL GENERAL MEETING

TUESDAY 17 MAY 2011

Middle School Resource Centre
King’s Campus
SCHOOL COUNCIL 2011

Standing:  Mrs Elizabeth Game (Deputy Chair), Mrs Jo Macklin, Mr Michael Evans (Chair),
(left to right) Mr Neil Retallick, Ms Sue Grandison, Assoc Prof Pat Buckley, Mr Mark Porter,
Mrs Catherine Barnett.

Sitting:  Mr Christopher Meulengraaf, Mr Ian Budenberg, Mr Andrew Forman,
(left to right) Mr Luke Thomson (Principal), Ms Wendy Wills (Secretary).

ADVISORY COMMITTEES 2011

FINANCE AND AUDIT  Mr Andrew Forman (Chair)
Mrs Catherine Barnett
Mrs Sue (Susan) Hatcher
Mr Robert Kennett
Mr Christopher Meulengraaf
Principal
Business Director
Deputy Principal
School Accountant

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

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

MARKETING  Mr Neil Retallick (Chair)
Mr Andrew Andrews
Mrs Nicola Feeney
Ms Sue Grandison
Mr Peter Joy
Mr Tim O’Callaghan
Principal
Business Director
Communications Director
This annual report will take a different approach to previous reports. Rather than attempting to summarise and, by necessity, duplicate the detailed information provided throughout the year in all manner of publications and reports including Thursday Times, Pembroke News and UNITAS, the Annual Report will isolate strategic matters that were additions to the operations of the School and pivotal to the maintenance and progress of Pembroke School as an incorporated entity in 2010. Reporting in this way is an attempt to rationalise the information our community receives so that all publications are clear in purpose and content.

There were a number of key strategic matters attended to in 2010. They are categorised into sub-sections that will be elaborated on in turn.

**Transition of Principals and the appointment of the Principal**

Much has been said and written in various gatherings and publications about the transition of Principal. There is no greater task for the Council of a school than to appoint a new Principal and in so doing ensure that the past and future of the School is managed well. Mr Lamb and family were farewelled superbly by the School community. Mr Lamb’s achievements over nearly 20 years were acknowledged as was his lasting impact on the life of Pembroke School in all manner of gatherings and tributes. Equally, the Thomson family were introduced to the Pembroke community enthusiastically in July. Mr Thomson’s entry into the School has been a welcoming and smooth one.

One of the benefits of a mid-year entry for a Principal was the opportunity for our new Principal, Mr Thomson, to feel his way into the operations of the School while it was in full swing. Mr Thomson has taken the opportunity to interview all staff, teaching and non-teaching, all Year 10 students and all new students. These meetings have given him a sense of the School from many different perspectives and as noted in his speech night address, he is finding the story of Pembroke rich.

**Capital developments and facilities improvements**

2010 marks the completion of the BER (Building Education Revolution) Federal Government funded Early Learning Centre and Junior School classrooms. The new ELC is splendid. It is a building that is custom built for our preschool children in a manner that I am sure will stun all those who use and visit it. It has been a well crafted building with input and research undertaken by all the appropriate constituents, including information gathering from interstate visits to existing centres.

The additional classroom, teacher preparation and meeting space in the Junior School were ready for the beginning of the 2011 year. This welcome additional classroom space allows the Junior School to triple stream Years 5 and 6 permanently and relieves the Junior School from teaching and learning space pressures generally.

A final Junior School addition that was constructed during the Christmas vacation ready for the beginning of the 2011 year is the new Learning Support facility. The Learning Support facility is a suite of small teaching, meeting, preparation and counselling spaces. This consolidates specialist learning support teaching into excellent facilities built fit for purpose.

It is appropriate to thank the Properties and Planning Committee under the guidance of Mr Ian Budenberg, Mr Salt, Mrs Lomax, Mr Sulicich and all the Junior School and ELC staff for their contribution to the smooth management of these additional facilities.

The quality of our ovals has been improved in 2010, the full benefits of which will be felt in 2011 and beyond. A new irrigation system was installed into Haslam oval and has already provided a superior water coverage and efficiency which has allowed long term grass wear and tear to be rejuvenated. Likewise the continued regime of encouraging Santa Anna growth on the Kensington Oval is bearing fruit. The welcome rain in 2010 and at the beginning of 2011 has helped this process enormously.
There will be a focus in 2011 on ongoing maintenance and the upgrade of facilities. There are a number of facilities that need attention, particularly on the King’s Campus.

Middle School: Classroom upgrades
Up to ten middle school classrooms will be upgraded and refurbished including carpets, window treatments, furniture, lockers, ICT, and other enhancements. An additional teacher preparation space will also be provided reducing the overcrowding in the current teacher preparation facility.

Old Watulunga: Complete office and accommodation block
Approval has been granted by the Alexandrina Council to construct an office and accommodation block to provide a staff office along with sleeping, recreation and bathroom facilities for the outdoor education leaders engaged to assist on the Years 7, 8 and 10 outdoor education camps based at Old Watulunga.

Haslam Oval: Upgrade OSWMP & girls change rooms and construct a sports storage shed
The male change rooms attached to the Old Scholars’ War Memorial Pavilion are inadequate to meet needs of School and Old Scholar cricket and football particularly in respect to changing, ablutions, umpires’ and medical facilities. The existing girls change rooms at the base of Campbell House also require a major facelift and an increased wet area floor space. To provide the space required a separate storage shed is required.

3 Walsall Street: Renovations
Upgrade and refurbishment of the Principal’s residence.

There will also be a continuation of upgrading the outdoor facilities in the Junior School with extensive landscaping and renovation of existing play spaces.

School Council developments and initiatives
Members who joined in 2010
Mr Andrew Forman (May)
Assoc Prof Pat Buckley (May)
Mrs Catherine Barnett (April)

Members who left in 2010
Mr Robert Ferguson (May)
Dr Rosemary Brooks (May)
Mr Simon Tonkin (March)

Mrs Elizabeth Game also became the Deputy Chair in May following the retirement of Dr Rosemary Brooks. Ms Melissa Mellen joined Planning and Properties Committee.

School operational developments and initiatives
Curriculum
There have been two overriding curriculum priorities during 2010. They have been preparing for the New SACE, particularly Stage 2, and keeping abreast of developments in the National Curriculum to ensure that we are well prepared for its eventual introduction - currently projected to be 2013.

The School received a panel of International Baccalaureate experts who conducted a five year review of the curriculum and how it is being delivered. The review reinforced the excellent work our School does in relation to the IB programme and the education of our students. It also highlighted some areas such as the explicit consideration of “internationalism”, which our programme could encourage further. Their suggestions will be followed up and considered fully in 2011.

2010 was a year of consolidation for the Middle School. The PLP (Personal Learning Programme) has begun to cement itself as an important opportunity for students in Year 10 to consider their future goals and career possibilities in a structured way.

The pre-occupation of Senior School curriculum planning for 2010 has been New SACE. Preparation for Stage 2 was assiduously undertaken by all. Our staff have prepared well for the introduction of Year 12 of the new SACE in 2011. The preparation has focussed on new assessment models required by SACE. There is also a new requirement for all students to undertake a Research Project. All staff have been involved in training on the nature and requirements of the Research Project. The co-ordination of the research project along with the IB extended essay will be under the guidance of Mr Seb Cielens. Mr Cielens will provide the necessary structure within which students and staff will complete the demands of the required research.

This has also been a year where Learning Support has been refined and restructured across the School. Mr Holland and his team are ensuring that our staff expertise and resources are distributed in a manner that best supports those students who require it. Under the guidance of Mr Holland there has been a shift to a consolidated
departmental structure that eases communication difficulties and ensures experience and knowledge across our sub-schools is shared. Further refinements will be made as this structure is bedded down.

School associations and related entities
The Foundation has continued to consolidate its place as a crucial cog in the chain of support for the School. The Margaret Sellars Perpetual Trust Fund has met its financial target to enable it to offer two country scholarships in 2011 for a 2012 start. There has been generous financial support given to foster our relationship with the Marree Aboriginal School. This support has been provided by Mrs Margaret Bennet, patron of the Foundation and old scholar of Girton. In addition the Foundation continues to develop strategic policies in relation to philanthropy and in preparation for the School's direction under new leadership.

The Old Scholars’ Association has had a change of Chair after many years of wonderful service from Gay Sanderson. We welcomed in the new Chair of the Old Scholars’ Association, Mr Scott Peters.

There are many ways that the school and the Old Scholars support one another and this mutual support was further cemented in a new support model proposed by the School and accepted by the Association. The model removes some historical idiosyncrasies and simplifies our financial relationship. It is hoped that the model will provide financial certainty for the Old Scholars and do so in a manner that meets current and future needs. In addition the school is offering additional support for the association through facilities upgrades and archival support.

Thanks
Our Heads of Department and Junior School co-ordinators, along with Kay Petherbridge our Dean of Studies, have done a tremendous job working with staff to manage curriculum changes this year. The School is well placed to manage future challenges and I take this opportunity to thank all staff for their commitment and contribution.

Staffing 2010
The following permanent staff left during 2010:
- Barry James (1980) – Technology/VET/Assistant Head Middle School
- David Scott (2008) – Head of Business Subjects
- Alison Lee (1996) – Drama teacher
- Vanessa Lauwers (July 1997) – French teacher
- Vicky Harrison (Feb 200) – Junior School teacher
- Lewis Montagnese (Feb 2009) – Art teacher
- Malcolm Lamb (1991) - Principal
- Bob Fisher (1992) – Grounds staff
- Kari Hoffmann (March 2006) – Personal Assistant to Head Senior School
- Christopher Rodger (2008) – Junior School teaching assistant and co-ordinator After School Care
- Anne Foran (1999) – Personal Assistant to the Communications Director

The following staff concluded their contracts in 2010:
- Sally Mahoney – Art (Sem II, 2010)
- Tim Colwell – Junior School (2009 and 2010)
- Angela Berry – Maths (2009 and 2010)
- Mary Lange – Economics (2010 only)
- Gianna Miller – Junior School (March 2009 to end 2010)
- Alan Meathrel – Technology (all 2010)
- Juniper Van Den Ende – Assistant in Art and Music Junior School (6 Months only)
- Terri Clark – PE (Sem II, 2010)

The following new staff commenced in 2010:
- Robert Moyer - contact Science teacher
- Paul Jones - contract English teacher
- Troy Piechnick – contract History and Learning Support teacher
- Cathie Carey - permanent Physics teacher
- Rachel Howard - permanent Junior School Music teacher
- Sophie Dearman - permanent part time Junior School teacher

The following staff received permanency in 2010:
- Andrew Clark – English teacher
- Jonathon Fuller – Physical Education teacher
- Britta Jureckson – Junior School Special Education teacher
- Cecilia Lizzio – Science teacher
ABRIDGED FINANCIAL STATEMENT FOR YEAR ENDED 31 DECEMBER 2010

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<tr>
<th></th>
<th>2010</th>
<th>2009</th>
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<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
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<tr>
<td>Cash Inflows</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Tuition and Boarding Fees</td>
<td>23,373</td>
<td>22,109</td>
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<tr>
<td>Recurrent Grants – Federal</td>
<td>4,625</td>
<td>4,288</td>
</tr>
<tr>
<td>Recurrent Grants – State</td>
<td>1,730</td>
<td>1,494</td>
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<tr>
<td>Other Income &amp; Receipts</td>
<td>2,475</td>
<td>2,350</td>
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<tr>
<td>Interest</td>
<td>134</td>
<td>160</td>
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<tr>
<td>Capital Grants - Federal</td>
<td>2,970</td>
<td>251</td>
</tr>
<tr>
<td>Donations - Building Fund &amp; Parent Associations</td>
<td>143</td>
<td>393</td>
</tr>
<tr>
<td>Increase/(decrease) in borrowings</td>
<td>(700)</td>
<td>1,000</td>
</tr>
<tr>
<td>Sale of Assets</td>
<td>99</td>
<td>114</td>
</tr>
<tr>
<td><strong>Total Cash Inflows</strong></td>
<td>34,849</td>
<td>32,159</td>
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<tr>
<td>Cash Outflows</td>
<td></td>
<td></td>
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<tr>
<td>Payroll &amp; Superannuation</td>
<td>20,741</td>
<td>19,443</td>
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<td>Operating Expenses</td>
<td>8,315</td>
<td>7,986</td>
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<td>Interest</td>
<td>40</td>
<td>38</td>
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<tr>
<td>Capital Expenditure</td>
<td>6,080</td>
<td>4,066</td>
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<tr>
<td><strong>Total Cash Outflows</strong></td>
<td>35,176</td>
<td>31,533</td>
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<tr>
<td><strong>Net Increase / (Decrease) in Cash Held</strong></td>
<td>(327)</td>
<td>626</td>
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<tr>
<td>Cash at beginning of the financial year</td>
<td>2,297</td>
<td>1,671</td>
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<tr>
<td>Cash at the end of the financial year</td>
<td>1,970</td>
<td>2,297</td>
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<tr>
<td><strong>NET ASSETS</strong></td>
<td>34,304</td>
<td>29,547</td>
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</table>

REPORT FROM MR ANDREW FORMAN
CHAIR, FINANCE COMMITTEE

The Annual Financial Statements for the year ended 31 December 2010 as audited are available from the Business Director. KPMG as the School’s external auditors have once again issued an unqualified audit report on the Statements and we thank them for their diligence and role as auditors of the School.

The School’s finances are efficiently 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 2010 year resulted in a surplus of $4.757 million ($1.945 million in 2009) including Commonwealth Building Education Revolution capital grants of $2.970 million ($0.251 million in 2009), donations $0.143 million ($0.393 million in 2009) brought to account as income together with recurrent Commonwealth and State Government grants totalling approximately $6.355 million ($5.782 million in 2009). The average recurrent income received per student was $18,666 comprising fees (78.3%) State grants (5.4%) and Federal grants (16.3%).

![AVERAGE NET INCOME PER STUDENT 2010](chart.png)

*Net Tuition Fees exclude remittances, full fee paying overseas students and IB student fees.
Cash generated during the year was applied primarily to building new classrooms and an Early Learning Centre for the Junior School. This new project was funded by a total of $3.0 million in Federal Government Building Education Revolution funding plus $2.3 million contributed by the School. A total of $6.080 million ($4.834 million in 2009) in capital expenditure was spent on new and upgraded buildings, grounds, facilities, plant and equipment.

At the end of 2010 the School's net external debt after deducting cash reserves set aside for the Old Watulunga redevelopment ($0.052 million), the Principal's Bursary Fund ($1.189 million) and the Bequest accounts ($0.127 million), totalled $1.198 million ($1.490 million in 2009).

The School continues to have consistently strong enrolments and generates strong operating cash flows to fund School operations. This combined with strong net assets and a low debt position means the school is in a very 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 will provide scholarships and bursaries to those students who may not otherwise be able to fund a ‘Pembroke’ education. The School acknowledges the support of the Foundation Patron, Mrs Margaret Bennett, parent bodies and all of our donors for their continued financial support.
2010 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>
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<tbody>
<tr>
<td>1991</td>
<td>308</td>
<td>653</td>
<td>430</td>
<td>1391</td>
<td>128</td>
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<tr>
<td>1992</td>
<td>330</td>
<td>672</td>
<td>438</td>
<td>1440</td>
<td>145</td>
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<tr>
<td>1993</td>
<td>363</td>
<td>690</td>
<td>464</td>
<td>1517</td>
<td>137</td>
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<tr>
<td>1994</td>
<td>381</td>
<td>697</td>
<td>460</td>
<td>1538</td>
<td>137</td>
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<tr>
<td>1995</td>
<td>400</td>
<td>701</td>
<td>441</td>
<td>1542</td>
<td>122</td>
</tr>
<tr>
<td>1996</td>
<td>396</td>
<td>704</td>
<td>450</td>
<td>1550</td>
<td>125</td>
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<tr>
<td>1997</td>
<td>389</td>
<td>707</td>
<td>452</td>
<td>1548</td>
<td>124</td>
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<tr>
<td>1998</td>
<td>384</td>
<td>709</td>
<td>453</td>
<td>1546</td>
<td>124</td>
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<tr>
<td>1999</td>
<td>389</td>
<td>718</td>
<td>436</td>
<td>1543</td>
<td>113</td>
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<tr>
<td>2000</td>
<td>376</td>
<td>690</td>
<td>467</td>
<td>1533</td>
<td>104</td>
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<tr>
<td>2001</td>
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<td>457</td>
<td>1537</td>
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<tr>
<td>2002</td>
<td>376</td>
<td>714</td>
<td>461</td>
<td>1551</td>
<td>106</td>
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<tr>
<td>2003</td>
<td>377</td>
<td>710</td>
<td>456</td>
<td>1543</td>
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<td>458</td>
<td>1558</td>
<td>116</td>
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<tr>
<td>2006</td>
<td>375</td>
<td>717</td>
<td>459</td>
<td>1551</td>
<td>113</td>
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<tr>
<td>2007</td>
<td>381</td>
<td>706</td>
<td>471</td>
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<tr>
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<td>714</td>
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<td>1571</td>
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<tr>
<td>2009</td>
<td>379</td>
<td>717</td>
<td>466</td>
<td>1562</td>
<td>121</td>
</tr>
<tr>
<td>2010</td>
<td>374</td>
<td>720</td>
<td>468</td>
<td>1562</td>
<td>121</td>
</tr>
</tbody>
</table>

*includes ELC & Yr 13 IB (to 2002)

B. Staff Numbers (as at November 2010, figures in brackets show the comparative statistic for 2009)

- Teaching Staff FTE: 158.75 (158.98)*
- Student/Teacher Ratio Primary: 10.90 * (11.19)*
- Non-teaching Staff FTE: 75.29 (75.69)
- Student/Teacher Ratio Secondary: 9.52 (9.45)

* Includes ELC teaching staff and students

C. Staff Length of Service and Retention

As of January 2010, the average length of service for permanent teaching staff members was 10.98 years. The equivalent figure for January 2009 was 9.88 years and this figure has trended upwards from 8.5 years in 1995. During 2010, eight permanent teachers left the School which represents 5 per cent of the total permanent teaching staff of that year. The number of departing teachers during 2009 was six.

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 2010 was $135,300. The expenditure in 2009 was $180,100.

F. Student Attendance

The average student attendance each day through the year was 94.35 per cent as against 96.11 per cent in 2009.
G. Student Retention Rates

The student retention rate from Year Nine 2007 to Year Twelve 2010 was 121 per cent as compared with 118 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) 2010

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.

This table represents the percentage of students who reached the National Minimum Standards (NMS).

<table>
<thead>
<tr>
<th></th>
<th>Reading</th>
<th>Writing</th>
<th>Spelling</th>
<th>Grammar and Punctuation</th>
<th>Numeracy</th>
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</thead>
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<tr>
<td>Year 3</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>98</td>
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<tr>
<td>Year 5</td>
<td>100</td>
<td>98</td>
<td>100</td>
<td>100</td>
<td>100</td>
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<tr>
<td>Year 7</td>
<td>98</td>
<td>97</td>
<td>96</td>
<td>97</td>
<td>99</td>
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<tr>
<td>Year 9</td>
<td>99</td>
<td>98</td>
<td>96</td>
<td>99</td>
<td>99</td>
</tr>
</tbody>
</table>

LITERACY, NUMERACY AND SPECIAL LEARNING NEEDS

(L N S L N)

_Educationally disadvantaged students may be included in more than one box, e.g. an Indigenous student with literacy difficulties and a disability in Year 2 is recorded in 3 boxes_

<table>
<thead>
<tr>
<th></th>
<th>R</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
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<td>12</td>
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<td>4</td>
<td>6</td>
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</tr>
<tr>
<td>Numeracy</td>
<td>-</td>
<td>3</td>
<td>6</td>
<td>8</td>
<td>6</td>
<td>4</td>
<td>5</td>
<td>10</td>
<td>11</td>
<td>9</td>
<td>10</td>
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<td>2</td>
<td>3</td>
<td>4</td>
<td>-</td>
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</tr>
</tbody>
</table>
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**

**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

Assistant Director of Sport

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