

2022 Annual Report



Pembroke

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Chair's Report

Report to the Annual General Meeting by Jane Miller, Chair of the School Board

Introduction

2022 saw the transition of Principal from Luke Thomson to Mark Staker. In a stable school like Pembroke such transitions are not commonplace and provide a time for both reflection and celebration.

In June 2022 the School community came together to acknowledge and applaud the School's achievements over the past 12 years under Luke's leadership and guidance. They include but are not limited to the landmark Shipsters Road building, embracing Australian first nations people and revisiting, updating and living the School Aims in all that we do.

In August 2022 the School community warmly welcomed our fourth and current Principal, Mark Staker. Over the past 12 months Mark has applied his intellect, knowledge and energy in getting to know the wider School community, recognising and celebrating our strengths and identifying areas where we can improve. Since he commenced Mark has immersed himself in school life meeting students, parents, staff, old scholars and other stakeholders. He has visited rowing camps, attended cultural and sporting events and quickly became a well-known, respected and admired leader.

2022 was also the year where the School and the wider community learned "to live with COVID". Restrictions were progressively lifted as we returned to a new normal, although intra and interstate activities were still limited.

Strategic

The School's 2018 to 2024 Strategic Plan is reaching its conclusion and has provided a valuable framework to guide the Board in its deliberations. Work is now underway on a new, co-designed strategic plan to be launch in 2024, being Pembroke's 50th year and the 100th anniversary of King's College.

Whilst a number of Adelaide independent schools have decided to cease offering the International Baccalaureate Diploma Programme, Pembroke remains committed to promoting and delivering this alternative to the SACE which aligns with our School Aims and provides our students with an excellent and extended curriculum offering.

During the second half of 2022 the School's pastoral care and well-being framework was re-imagined and prioritised with the appointment of a Dean of Student Wellbeing as part of the School's senior leadership team, commencing 2023. Rebecca Forrest, former Head of Social, Emotional and Personal Development commenced in this key role for 2023.

Projects

Following upgrade works including a new outdoor kitchen, the co-located Pembroke Boarding House opened with girl and boy boarders on a single site for the first time. Since commencing, our new Principal has worked hard on raising the profile of boarding to be the fourth sub-school and to ensure the School caters for the specific needs of our boarding students. To meet demand, additional rooms for girl boarders were constructed over the summer holidays. The School is also utilising the Australian Boarding Schools Association to enhance boarding practices and operations.

Following the acquisition of the last non-school owned residential property on the western side of Dunstan Avenue, consideration was given to how over the coming years the School can redevelop the site which has been given the working title of the *Haslam Precinct*. Russell and Yelland architects have been engaged as the primary consultant and the School has undertaken extensive consultation with various stakeholders including nearby residents, local government, old scholars, community groups, staff and most importantly our students. The Haslam Precinct is a complex undertaking requiring time, expertise and significant funds to plan and then realise over the next decade.

Work has continued on redeveloping spaces on Kings Campus which have been vacated by the completion of the Shipsters Building. The most significant being the conversion of the Milne Laboratories into a dedicated space for languages along with landscaping the adjacent laneway to provide an updated outdoor recreational space for students.

Towards the end of the year the concept for a social enterprise café, *Yellow Submarine Too* was revisited. Whilst many locations have been mooted since the concept of a school café was embraced, the final determination is to establish the café on the ground floor of the John Moody building alongside a new Middle School Café, Boarders' Dining Room and dedicated, separate, outdoor areas for both students and parents. The new facility will open in Term 1, 2024.

Student Charters were developed by student leaders in each sub-School and then presented to the Board in September, evidencing the significant depth in maturity and agency within our study body. Copies of the Charter were also presented to outgoing Principal, Luke Thomson with other gifts and acknowledgements at student led farewell assemblies in each sub-School.

During 2022 following the appointment of Sean Bates as Director ICT, a number of initiatives were commenced to reduce infrastructure and cyber security risk and to improve the teaching and learning environment for staff and students.

During Term 4 external reviews were conducted of the School's Business Operations and Human Resources functions looking at current practices, identifying areas for improvement and to put in place succession plans for the future.

Staffing

In August 2022, having completed 29 years' service, long serving staff member and Deputy Principal Kym Lawry took extended leave to care for family. The School Board worked closely with Kym over several years and valued his keen intellect, innovation, hard work, passion for Pembroke and his deep-rooted commitment to providing a safe and secure environment for all students. Kym subsequently tendered his resignation and is remembered for his dedication, warmth and care for all students and staff. From August 2022 Alexandra Piggott has ably undertaken the role of Acting Deputy Principal, applying her extensive experience and school knowledge to this key role. In turn Lawry Pascale has backfilled Alexandra as Acting Head of Senior School.

During 2022 Carl Salt stood aside as Head of Junior School to focus on and properly resource the Pembroke Academy. Under the Academy's auspice, a number of staff are undertaking post graduate studies and the new leadership program is being further developed.

During 2022 we also farewelled staff member Pauline Baker who commenced at Pembroke in 1992. Her roles included Music teacher, pastoral care leader and lastly, Assistant Head of Middle School. Stuart Wells, Senior Biology and Science teacher retired having been at Pembroke since 1986. Former Boarding House Tutor, Geography teacher, Head of House and Director of IT, Graeme Norman retired after forty years of service.

At the start of 2023, Jessica London joined Pembroke from Walford Anglican School for Girls as the new Head of Junior School.

From Term 3 our former Non-Teaching Staff were retitled *Professional Services Staff* and the change was warmly embraced and celebrated by all staff. Another highlight for staff was the celebration of World Teachers Day in Term 4. All staff received a handwritten card of appreciation from their line manager along with a mature pot plant of their choosing.

Community

Former Head of Junior School from 1987 to 1998, Pat Hansen, passed in February 2023. Recently we mourned the passing of Dr Barbara Possingham, former Deputy Co-Principal of Pembroke, and inaugural Head of Senior School at Pembroke from 1974 – 1992. Barbara became Deputy Co-Principal with Dick Fricker Deputy Co-Principal of Pembroke School in 1974. She was the first woman to complete a PhD in physics at Adelaide University in the 1950s and her academic and scientific credentials and achievements are many and varied. Resigning at the end of 1991, Barbara stayed at Pembroke until mid-1992 for the transition of Malcolm Lamb as Principal.

Enrolments

Pembroke enrolments continue to be strong. The School has completed the transition from Year 8 to Year 7 as the major entry point and now enrolls in excess of 1,700 students from ELC-12, boarding and day students in a co-educational setting. The School's programmes are broad and deep and engage students and staff in an excellent manner across the School. However, in a competitive enrolment environment, with vocal single sex Adelaide high-fee schools, appropriate marketing and resourcing is essential.

Philanthropy

The School is benefitting from externally funded scholarship offerings for students who would not otherwise have the opportunity to experience a Pembroke education. The Margaret Sellars, Indulkannina, Pembroke Community and the Love of Learning in the IB Diploma scholarships are a testament to this.

Governance

I would like to thank the Board and particularly Deputy Chair, Cathy Oster for all the work they have undertaken over the past year. The Pembroke School Board continue to be supportive, cohesive and dedicated, willingly donating their time in service to Pembroke. In addition, the governance of the School continues to be supported by the Board appointed committees comprising Finance, Risk and Audit, Foundation Board, Governance and Planning and Properties. Additional support is provided by both the Old Scholars Association and the Parents' & Friends' Association. The Board continues to appreciate the collective work and input of these bodies.

During 2022 the School Board commissioned Alexandria Cannon to undertake a board effectiveness review. The review confirmed the good governance framework already in place whilst also identifying areas for refinement and improvement which were captured in an action plan. Work is also underway reviewing the role and governance of the Foundation Board Committee, the first such review since the current fundraising structure was adopted in 2014.

In late 2022 Simone Dyda was appointed to the Finance, Risk and Audit Committee a role to which she brings strong accounting, risk and finance skills and experience. In February 2023, due to work commitments both Nick Dunstone and James Trezona respectively retired from the Foundation Board Committee and Planning and Properties Committee. Wendy Wills also resigned from her role as a member of the Foundation Board Committee after many years of dedicated service.

In closing, I extend my thanks to the Pembroke community for their ongoing support, enthusiasm and dedication to our school during what has been another successful year.



Danielle (Yr 11) and Emilio (Yr 10) visiting North-East Arnhem Land as part of the Cultural Immersion program



Luke and Ray (both Yr 7) collaborating in the Balnaves Place Atrium

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Finance Report

Finance Report to the Annual General Meeting by Andreas Clark, Chair of Finance, Risk and Audit Committee

William Buck who were appointed as the School's external auditors at the last AGM, signed an unmodified audit report for the Annual Financial Statements for the year ended 31 December 2022. The School has quickly developed a strong working relationship with William Buck and we thank and acknowledge them for their diligence and oversight as the School's auditors.

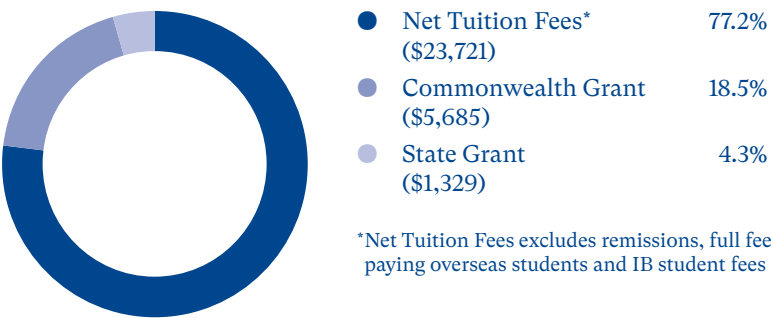
The School's finances and accounts continue to be carefully and capably administered by the finance team under the direction of the Director of Business Operations and the Principal. Oversight and review is provided by the Finance, Risk and Audit Committee, who report directly to the School Board.

The 2022 year resulted in a surplus of \$3.357 million compared to \$4.006 million in 2021. The 2022 result includes \$0.152 million in capital donations (2021: \$0.517 million). The strong operating result reflects higher than budgeted enrolments and some savings in overheads. Salaries and wages cost were high as staff took leave to isolate and recover from COVID-19 infections.

Total enrolments, excluding the ELC were 1,695 students. This total includes 40 full fee-paying overseas students and 58 boarders.

Recurrent Commonwealth and State Government grants totalled \$11.278 million (\$11.080 million in 2021). The first year of reducing government grants under new "capacity to contribute" funding model was offset by increased enrolments and higher disability loadings. The average recurrent income received per local day student was \$30,735 (\$29,244 in 2021) comprising fees (77.2%), State Government recurrent grants (4.3%) and Commonwealth Government recurrent grants (18.5%). Commonwealth Government per capita grants will continue cumulatively decreasing each year until 2029. This loss of funding is being closely monitored by the Board to ensure the School's ongoing financial sustainability.

Average Net Income Per Student 2022



In 2022 the School undertook preliminary planning and stakeholder consultation around the future development of the Haslam Precinct. Work also commenced on planning for a new pavilion and changeroom at Park 17. Minor projects completed include upgrading the Haslam Oval Girls' changerooms, completing the Senior School Resource Centre lift and relocated stairs, the new Pembroke Boarding House outdoor kitchen, refreshing campus signage with the current branding and rebuilding the stables at Old Watulunga. In total of \$2.582 million was spent on buildings and ground projects. A further \$0.755 million was spent on plant, equipment, information technology and commercial vehicles.

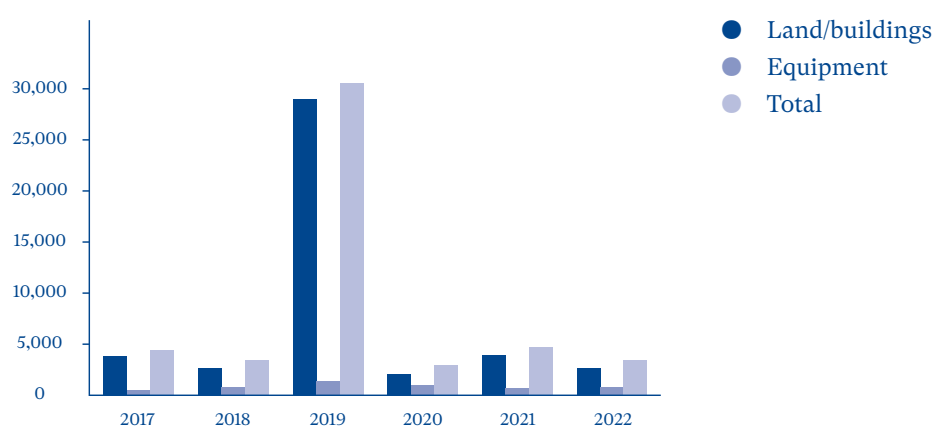
At the end of 2021 the School had debt of \$7.376 million (\$8.341 million in 2021) being the amount outstanding on the fixed term SAFA loan.

Earnings before interest, depreciation and amortisation (EBIDA) totalled \$7.214 million (\$7.431 million in 2021) resulting in an operating margin of 13.5% (14.3 % in 2021). Cash generated from operations is applied to both reducing debt and the ongoing reinvestment in the School's capital infrastructure, to benefit both current and future students.

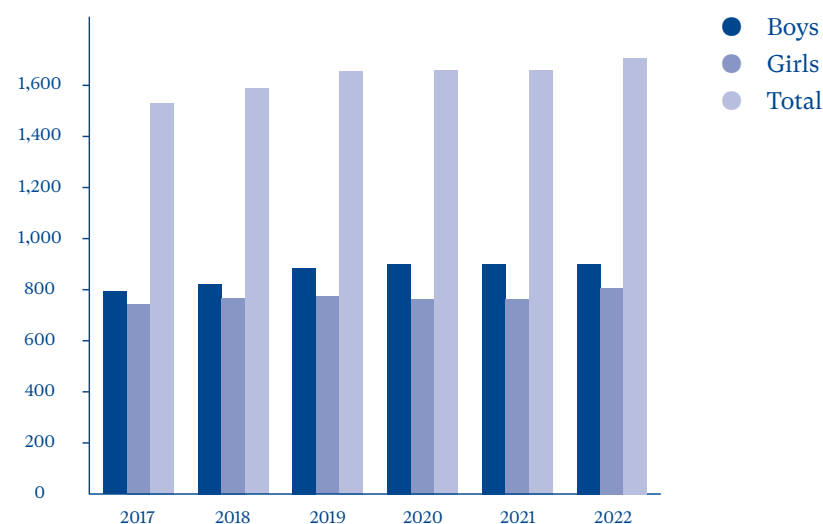
During 2022 the School donated \$0.255 million (\$0.264 million in 2021) to the Pembroke Endowment Fund. This donation represents the admission fees paid on acceptance of a place at the School. The Pembroke Endowment Fund in turn, granted a total of \$0.109 million (\$0.111 million in 2021) to the School to support various cultural activities, the Pembroke Academy, bursaries and endowed prizes.

The School Building Fund granted \$0.040 million (\$0.200 million in 2021) for capital improvements and the Pembroke School Scholarship Fund granted \$0.194 million (\$0.179 million in 2020) in scholarships.

Capital Expenditure (\$'000) 2017-2022



Enrolment History 2017-2022





Luke and Zac enjoying the Year 7 Line Dancing



Open A Girls Football after their win in the Winter Interschol

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School Performance Report

The following data is provided as required by the Federal Government through the Australian Education Regulation 2013

1. Contextual information about the school, including the characteristics of students at the school

This information can be obtained from the Chair's Report on page 4.

2. Teacher standards and qualifications (as mandated in the State or Territory in which the school is located)

This information can be obtained online at the School's website via www.pembroke.sa.edu.au/our-school/meet-our-staff.

3. Workforce composition, including Aboriginal and Torres Strait Islander composition

| | 2022 | 2021 |
|--|--------|--------|
| Teaching Staff FTE ⁽¹⁾ | 166.20 | 163.20 |
| Non-teaching Staff FTE ⁽²⁾ | 86.4 | 83.01 |
| Student/Teacher Ratio Primary ⁽¹⁾ | 12.2 | 11.18 |
| Student/Teacher Ratio Secondary | 9.72 | 9.83 |

(1) Excludes ELC teaching staff and students

(2) Excludes Boarding House Staff

The above staff numbers do not include any Aboriginal or Torres Strait Islander Peoples.

4. Student attendance at the school, including:

4.1 The attendance rates for each year of schooling

Attendance Rates for 2022 (Terms 1-4)

| Year | Total % |
|--------------|---------|
| Reception | 90.83 |
| Year 1 | 92.20 |
| Year 2 | 91.51 |
| Year 3 | 92.55 |
| Year 4 | 91.44 |
| Year 5 | 92.82 |
| Year 6 | 93.01 |
| Year 7 | 91.23 |
| Year 8 | 91.18 |
| Year 9 | 89.98 |
| Year 10 | 90.78 |
| Year 11 | 88.12 |
| Year 12 | 88.17 |
| Total | 90.26 |

4.2 A description of how non-attendance is managed by the school

All teachers electronically mark the student roll at the commencement of each tutorial and lesson. On a daily basis sub-school Receptionists contact parents/guardians to ascertain the reason for any unexplained student absence. Any students late to the School must sign in at the relevant sub-school Reception. This information is then electronically recorded by the sub-school Receptionist.

5. Student results in NAP annual assessments

This information is available via the My School website, www.myschool.edu.au.

6. Parent, student and teacher satisfaction with the school, including (if applicable) data collected using the National School Opinion Survey

All data associated with parent, student and teacher satisfaction is retained by the School and taken into account when considering: school improvement plans; ongoing refinements of all School based programmes; and teacher professional development.

In 2022 the School commissioned McCrindle to undertake a community satisfaction survey. A series of pulse surveys have also been undertaken to provide more detailed depth feedback.

The Principal regularly reports on refinements made as a consequence of student, parent and staff survey findings and feedback.

7. School income broken down by funding source

| Net Recurrent Income 2022 | Total \$ | Per Student \$ |
|--|---------------------|---------------------------|
| Australian Government recurrent funding | 9,232,815 | 5,447 |
| State/Territory Government recurrent funding | 2,137,147 | 1,261 |
| Fees, charges and parent contributions | 40,077,064 | 23,644 |
| Other private sources | 474,317 | 280 |
| Total gross income (excluding income from government capital grants) | 51,921,343 | 30,632 |

8. For a school that provides secondary education:

8.1 Senior secondary outcomes, including the percentage of Year 12 students undertaking vocational training or training in a trade and the percentage of Year 12 students attaining a Year 12 or equivalent vocational education and training qualification

SACE

There were 183 potential SACE completers in the Year 12 2022 cohort and all students who were aiming to, attained their SACE Certificate. For some students, SACE attainment was the main focus of their Year 12 studies that included VET certificates to achieve this goal.

Of the SACE completers, five students were looking to achieve their SACE without an ATAR, the remainder achieved an ATAR. University studies, VET Certificates III and IB subjects contributed significantly to ATARs for several students. Seventeen Pembroke students completed one or more semesters of university studies, with 13 studying through the University of Adelaide's *Headstart* program and 4 studying through the Flinders University Extension Studies program. Nineteen students completed a single IB subject in Chinese A and B; Sports Exercise and Health Science; Environmental Systems and Societies, Geography and Visual Art with eight receiving IB Merits. Six students needed these results to generate an ATAR and the others used them to improve their existing ATAR, in some cases in quite dramatic fashion. It was a particularly valuable outcome for some as their language study also contribute to the Adjustment Factors in ATAR calculations.

International Baccalaureate (IB) Diploma

Thirty-nine students achieved their Diploma with two students achieving the highest possible score of 45/45 with six merits and ATAR of 99.5.

Vocational Education and Training (VET)

In 2022, 71 Pembroke students (38 of whom were in Year 11, 20 in Year 12 and 13 in Year 10) completed a Certificate III qualification.

Further information is available on the School's website via [2022 Year 12 Student Results](#).

8.2 Post-school destinations

Post school destinations are provided via the School website in the [Excellence and Leadership 2022-2023](#) publication.

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Foundation Report

Report by Julia Steele Scott, Chair of Foundation Board Committee

It was wonderful to return to face-to-face engagement in 2022. We welcomed many of our supporters back and enjoyed meeting with you and celebrating key school events together including the impressive Middle School Musical and thought-provoking service of Readings and Carols. We hosted small groups at the School's outdoor learning facility Old Watulunga, where we enjoyed an exploration of the grounds along with storytelling and cultural learnings from Pembroke's resident Indigenous Storyteller, Artist and Cultural Advisor Cedric Varcoe. Being able to connect in person underpins much of what we stand for - community and connection, and we greatly look forward to seeing more of our incredible supporters in 2023 and beyond.

Having farewelled Luke Thomson with grateful acknowledgement for his outstanding contribution to the growth of philanthropic culture at Pembroke, we welcomed our new Principal Mark Staker for the second semester of 2022. We have greatly appreciated his attendance, company and enthusiasm as he has fully immersed himself in the School and Foundation community, getting to know many of our loyal and longstanding supporters.

Our Scholarships program continues to grow, and we are grateful to all those who have and continue to support this. We offer several scholarships made possible from philanthropy. In addition to those already established - The Pembroke Community Scholarship, The Margaret Sellars Scholarship, The James and Diana Ramsay Scholarship and the Indulkaninna Foundation Scholarship we were thrilled, with the support of a Pembroke family to establish the Pembroke Scholarship for Love of Learning in the IB – a scholarship providing funding for a student wishing to study the IB Diploma who would otherwise be unable to access a Pembroke education.

538 of you supported us with a gift this year and for this we are so grateful. Gifts ranged from support for the Building Fund, our growing Scholarships and Indigenous Education Program and support for the Endowment and Exceptional Circumstances funds. As we work towards the launch of our next capital campaign in celebration of our upcoming 50th year anniversary, it is pleasing to see more of our community providing support for the School's Building Fund.

2022 sadly marked the passing of one of our greatest philanthropic supporters, Neil Balnaves AO. Neil's legacy, leadership in philanthropy and presence remains prominent in the Shipsters Road Building and artworks generously loaned by the Balnaves family since his passing are currently in situ. Plans to share these important works with the community will be disclosed in 2023.

The 5 year benchmark performance was 7.12%. For the same period, the Endowment Fund's portfolio returned 6.61% per annum and the Pembroke Public Ancillary Fund 's portfolio returned 7.56% per annum. The Investment Advisors continue to report to the Investment Committee to ensure that the investment portfolios are managed in accordance with the Foundation's investment strategy which is reviewed annually and includes a socially responsible investment policy.

I look forward to working with you in 2023 and beyond, especially as we look to the future and our next capital campaign in celebration of the 50 year anniversary of Pembroke.

2022 Foundation Board

Julia Steele Scott (Chair since 25 November 2019)

David Minns

Amy Bredon

Nick Dunstone

Nick Ross

Darren Townsend

Jason Huang

Luke Thomson (Principal for Semester 1)

Mark Staker (Principal for Semester 2)

Wendy Wills (Secretary)

Advisors

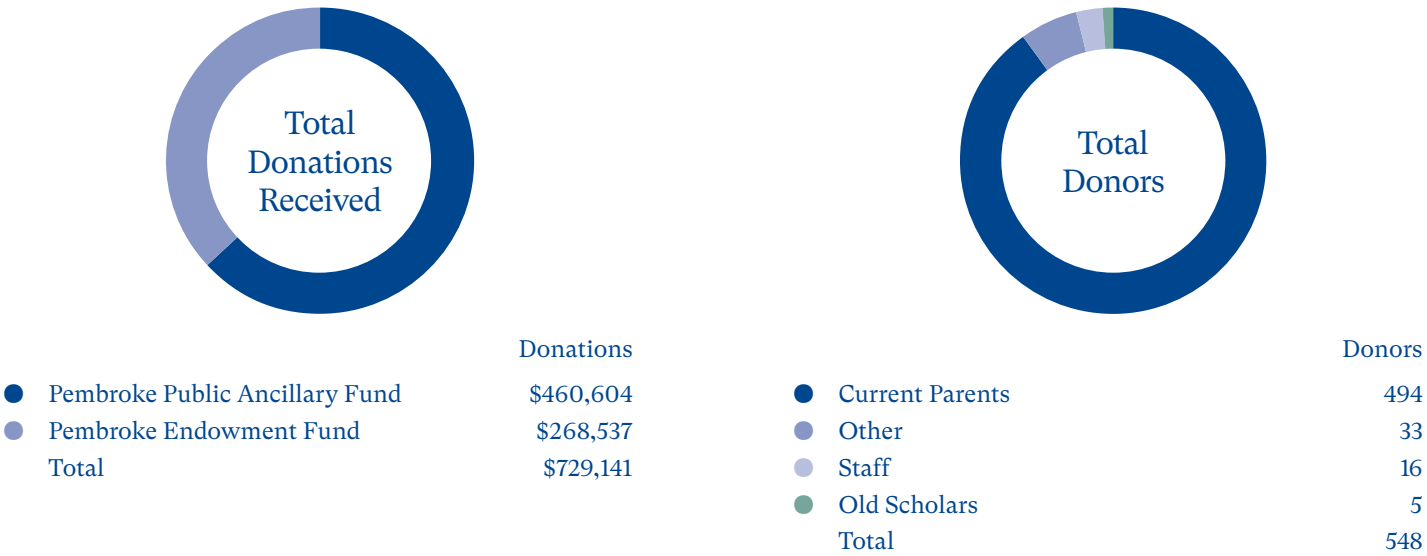
Director of Advancement, Hannah Bone

Director of Indigenous Education and Community Engagement, Amanda Bouchier

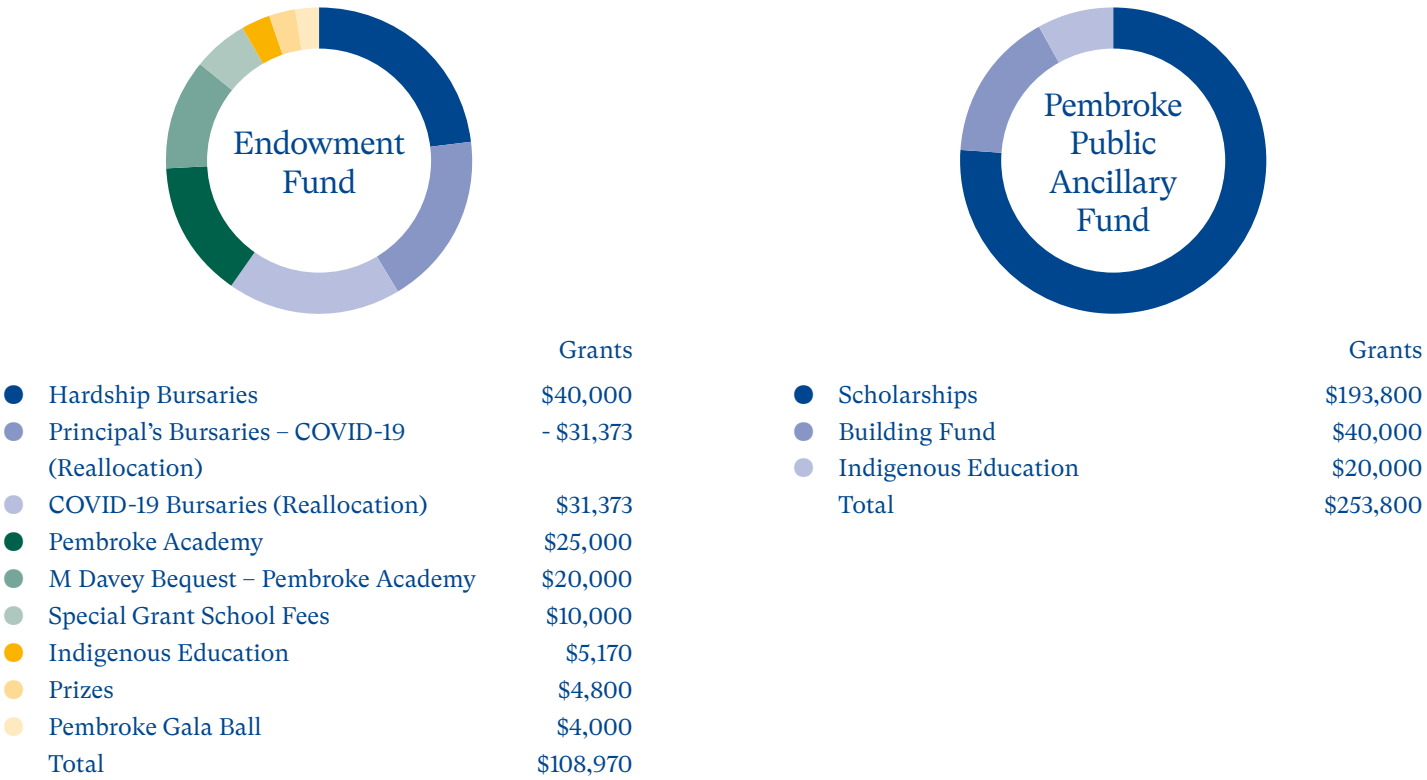
Finance Manager, Angeline Naylor

Philanthropy Manager, Catriona Neil-Dwyer

Donations and Donors in 2022



Fund Distributions in 2022





Anastasia and Mr Shillabeer practicing their archery at Year 8 Medieval Day



Cole, Beatrice and Aiden (all Yr 2) performing in the Musical Circus

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Old Scholars Report

Report by Holly Jamieson, President of the Pembroke Old Scholars Association

The role of the Pembroke Old Scholars Association is to promote unity and friendship amongst former students of the School and its predecessors, Kings and Girton. I appreciate and acknowledge the role of the volunteers who dedicate their time to serving their Old Scholar community.

This has been a successful year for the Old Scholars. We had the chance to thank outgoing Principal Luke Thompson for his support of the Old Scholars and gifted him with a voucher to spend on vegetating his new farm, we wish him all the best for his retirement.

The role of the Schools Principal is so vitally important to show the symbiosis between the School and its Old Scholars. We were so pleased to meet our incoming Principal Mark Staker and set him straight to work cooking the BBQ at the Kings games, watching the Soccer finals, before a flying visit to meet our Sydney Alumni. It was an extraordinarily successful night and Mark, Hannah Bone and I were able to listen to people's constructive feedback and ideas on how we can better serve our community. Many stories of the past were shared, and connections were reformed. I was also pleased to hear how many guests were highly motivated to engage with our "Young Old Scholars" to assist with mentoring and career pathways.

The time and resources the School has provided us has resulted in an ever-growing LinkedIn group, large social media presence and a level of communication we have not seen before. Just recently we were able to reach out to our Alumni in the legal field regarding a leaver gaining work experience, happily we were able to connect our young Old Scholar with an appropriate firm who has engaged them in work experience over the holidays before their first year of university – a great outcome for all involved.

We appreciate all the School does for us, however it is important that we recognise we are an Independent legal entity first incorporated on the 9th of May 1980. We are run by volunteers, we have our own Constitution, Australian Business Number and share portfolio which provides yearly dividends we are able to reinvest into our clubs.

There has been healthy debate over the proposed changes to the Constitution and all feedback has been welcomed and encouraged. It has clearly painted a picture of the depth of passion and the need to belong to our community and have the right to contribute. The Constitution continues to be a work in progress, and I thank all of those involved for their continued challenging work.

I believe the benefits of attending Pembroke, Kings or Girton should not end once you graduate. Upon graduation you are welcomed into a diverse, strong, and large community who I hope can offer support, connections and guidance when needed. We are currently collaborating closely with the school's enterprise program to host industry specific events to introduce our Year 12 students to Old Scholars in their profession of interest. I trust this will encourage opportunities for work experience and career pathways. If you would like to be a part of our Speaker Series, then please contact us to register your interest. I would also implore you all to update your contact details and join our LinkedIn group.

I must also take this opportunity to thank our clubs once again on the ground who represent our community and school so successfully every year. Winning is a bonus, and luckily the wins have come in thick and fast this year, but there is also a responsibility associated with pulling on the blue, green and gold in public and I appreciate and congratulate everyone who participated in our clubs this year.

The Kings Football club celebrated its 90th year with a past player and officials' day at Haslam oval in July. A long lunch was held in the Old Scholars Pavilion where heritage guernseys were presented by past players to the current team. The atmosphere was electric and highlighted the inclusive culture and important history of the club.

The Presidents, Treasurers, Secretaries and Committee Members of our affiliated clubs must also be congratulated on another successful year and praised for their generous contribution of time and expertise.

InU – Penny Campbell

Cricket – Rik Morris

Netball – Shai Helyar

Football – Kathy Carruthers

Men's Soccer – James Martindale

Women's Soccer – Alyse Walter

I would also like to make a special mention to our outgoing Treasurer Andrew (Harry) Harrison who has served the Old Scholars so well over his tenure. Luckily for the committee Harry will be continuing as a valued member and will offer our new Treasurer guidance as they take over the new position.

I look forward to the next twelve months of work with the Pembroke Old Scholars, I am proud to serve our community with a strong Executive by my side.

Vice President – Philippa Hook

Secretary – Rachel Bageas

Treasurer – Rachel Johnson

Together with the School, we have an unparalleled year of events and exciting opportunities. If you ever thought about becoming involved, now is the time.



Old scholar Sam Drown (2016) at the location of the 12.8MW Project, deployed by 5B in Happy Valley, South Australia

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Kensington Park SA 5068

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CRICOS Provider Number: 00367B

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