



TOORAK COLLEGE
Mount Eliza

Annual Report

2023





TOORAK COLLEGE
Mount Eliza

OUR VISION

To develop aspiring young people with confidence and character.

OUR MISSION

We will empower our students through academic and personal growth so they thrive in their future.

“Our vision is to develop aspiring young people with confidence and character.”

MRS KRISTY KENDALL,
PRINCIPAL

Vision, Mission and Values

OUR STRATEGIC PLAN

Toorak College's Strategic Plan 2019-2023, Towards 150 years, is a future-focused, student-centred, growth-driven plan that, through the strengthening of our programs, teaching practices and facilities will allow us to deliver a forward thinking educational experience for generations of Toorak College students.

OUR FACILITIES

Toorak College covers 11.5 hectares with outstanding facilities, beautiful gardens and breathtaking views of Port Phillip Bay. Toorak College is firmly committed to ongoing improvement of all facilities for our boarding and day students from Early Learning through to Year 12.

STATEMENT OF COMMITMENT TO CHILD SAFETY

Toorak College is committed to providing and promoting a child safe and child friendly environment which protects children from abuse. Toorak College has zero tolerance for child abuse and has developed policies and procedures to:

- Empower children to actively express their views and encourage staff to listen and act upon any concerns raised by children in line with the School's policies and procedures.
- Provide an environment that is committed to promoting the physical, emotional and cultural safety for all children.
- Embed strategies which allow all members to acknowledge and appreciate the strengths of Aboriginal culture within our community and cultural safety of Aboriginal children.
- Explain acceptable and unacceptable behaviour to staff, volunteers and children.
- Ensure any forms of racism are identified, confronted and not tolerated.

Child protection is a shared responsibility between Toorak College, all employees, contractors, volunteers, associates and members of the School community.

Toorak College supports and respects all children, young people, staff and parents. We are committed to the continual development of inclusive practices.

Message from the Chairman

In 2023, our school focused on academic excellence, supported new students and staff, and emphasised wellbeing initiatives. Our strategic plan will focus on six key areas, including the future of work, digital enhancement, curriculum innovation, global networking, space revitalisation, and community engagement. We look forward to implementing this vision with strong community involvement. Key highlights this year:

ACADEMIC

We achieved some outstanding VCE results with a median ATAR of 85.9. Of particular note was the cohort data with 22% of students above 95, 37.2% above 90 and 72% above 80.

- Our Dux was Maria Suetin with an ATAR of 99.45 and our Dux Proximus was Youyou Zhu with an ATAR of 99.3. Our highest international student scored 98.95.
- We received two perfect 50's (Business Management & Further Maths), 1 x 49 (Psychology) and 2 x 48 (Psychology & Product Design Technology).
- We retained our position as the best performing school on the Mornington Peninsula.
- After such strong ATAR results from the Class of 2023 we were thrilled to see these convert into sensational university offers for them. This included:
 - All students who submitted university applications received university offers
 - 43 students received early offers
 - 70% of students received their first preference
 - 70% of students received offers to either Monash University or the University of Melbourne
 - All international students received offers from Monash University or the University of Melbourne

ENROLMENTS

- We maintained a student retention rate of 92% which continues to compare favorably to the average retention rate in independent schools of 85%
- We have continued to generate excellent enrolment growth with over 960 FTE students now enrolled for the commencement of Semester 2, 2024. This represents a 15% increase over the past 3 years.
- Our international enrolments have recovered much faster than forecast, having grown from 27 at the beginning of 2023 to 58 students today. Current demand now exceeds available places at specific year levels.

FINANCIAL

- Improved the schools operating surplus by \$1.3m compared to the prior year which was driven by strong enrolment growth in both local and international enrolments. This sees our overall profitability return to pre Covid levels.
- This provides sufficient capacity to continue rewarding our staff and maintain the required level of investment in our school facilities. Pleasingly, our enrolment growth, fundraising and subsequent financial performance means we can reduce our anticipated borrowing relating to the Community & Arts Precinct.
- In total we invested \$16.8m into new capital works and equipment across the School site in 2023, requiring a loan of \$3.75 million,
- Continued to grow the net asset base of the School with an increase of \$2.7m.

FUNDRAISING

- We ran our first annual Giving Day and launched our First Buy A Seat campaign as part of our capital campaign for the Community & Arts Precinct. We have raised \$667,959 in philanthropic support in 2023 and received donations from 410 people.

STRATEGIC TASKS

We commenced construction of the Community & Arts Precinct in January 2023, which was completed 2 months ahead of schedule in August 2024.

We partnered with Veracross to replace the current school information system, with staff now working on implementation.

We secured a 3rd student internship with Seymour Whyte construction group and a new curriculum partnerships with NAB bank and Tesseract.

We developed a 3-year school sustainability plan aligned with ISO standards.

We designed a new whole school reports system to reduce repetition for staff and provide parents with live reporting alongside formalized reporting periods.

We launched a new Employee Assistance Program (EAP) provided by Converge International.

We developed a new strategic plan, Beyond 150: 2024-2026.

Governance

Management of Toorak College is directed from the Board of Directors which provides overall governance and strategic direction. Operational matters are delegated to the Principal.

MR PETER WICKENDEN CHAIRMAN, BOARD OF DIRECTORS

FCPA, BBus

Certified Practising Accountant, Company Auditor and Consultant in the accounting firm Burke Bond Partners. Has held several Directorships including current Director of The Bays Healthcare Group.

Responsibilities: Chairman, Finance & Risk Committee, Nominations Committee

MS CARA LITTERICK (Retired 30 April 2024)

BA, LLB

Judicial Registrar at Federal Circuit and Family Court of Australia; Committee Member of Toorak Collegians; Toorak Collegian – Class of 2002.

Responsibilities: Director, Chair of Nominations Committee

MR BRENT DENNISON (Resigned 16th February 2023)

Past CEO of Cell Care Australia and Mothercare Australia. Has also held several Directorships including Citibank and The Bays Healthcare Group.

Responsibilities: Director, Chair of Finance & Risk

MS IMOGEN RANDELL

BBus, Marketing

Currently, CEO at Quantum Market Research, CEO at Hall & Partners Australia and a Board member at Clemenger Group. Previously held the position of Vice President of Australian Market & Social Research Society (AMSRS). Toorak Collegian – Class of 1987.

Responsibilities: Director

MR BEN SZE

BCom, CFA Charterholder

Co-founder of Edrolo, a K-12 education technology company, startup advisor and independent member of the Advocacy & Support Committee of the Walter & Eliza Hall Institute (WEHI) board. Previously worked as a fixed income and derivatives investment manager at Goldman Sachs and JB Were, and as an auditor at KPMG.

Responsibilities: Director, Chairman of Finance & Risk Committee

MRS AMANDA WHITTY

BBus

Co-founder and Director of Ripple Village, a network of marketing professionals collaborating on select projects. Previously a Director of The High Tea Party and Traffik Marketing. Toorak Collegian – Class of 1988.

Responsibilities: Director, Fundraising Committee

MS ALEXANDRA MCCABE (Appointed 2 May 2023)

BA, LLB (Hons)

Co-founder and Director of Kip&Co, global bedding and homewares brand.

Toorak Collegian – Class of 1998.

Responsibilities: Director

MS SARAH WYSE (Appointed 2 May 2023)

B.S.

CEO Matterworks, a social and emotional learning company.

Responsibilities: Director

PROF. HUGH WILLIAMS (Appointed 22 August 2023)

PhD, BAppSc (Hons), FTSE

Advisor, Charity Chair and Board Member, Non-Executive Director, Honorary Enterprise Professor at The University of Melbourne.

Responsibilities: Director

MR ANTHONY STEER

BCom, GIA (Cert), CA

Director of Business, Toorak College.

Responsibilities: Company Secretary

Message from the Principal

In 2023, students, parents, and educators alike placed significant emphasis on transition. As a school, we recognise the importance of this focus for two key reasons:

The first is a successful transition that instils self-confidence and develops social competence. This allows for new connections and friendships to be forged, and it enables new beginnings to be created, allowing for goals and plans to be made that direct a young person towards the person they wish to be.

Secondly, an unsuccessful transition can have the opposite effect. It can leave young people unsure of their place and can impact their self-efficacy and their belief in their capacity to achieve their goals. It can lead to negative comparisons to peers and can see young people take a step backwards.



TRANSITION EXPERIENCES

We are fortunate that our educators are proficient at creating great transition experiences. Whether these be try-for-a-day opportunities before enrolment which allow students to be part of the process of change and see themselves in the environment whilst there are still choices in front of them, or orientation or discovery days where the key focus is on relationship building in a new environment.

HONOURING RITES OF PASSAGE

During the move from primary to secondary school, there is a significant transition that takes place alongside the start of a new year level of schooling. It is a transition from childhood to adolescence. Outside of year level, school and peer transitions, there is a larger rite of passage taking place towards the end of their primary school years as children become adolescents. This time is often signalled through the media as a difficult and challenging time but what can we learn about the importance of marking this rite of passage for young people?

Dr. Arne spent 15 years working as a Doctor in emergency medicine witnessing the first hand consequences of young adults being caught in a world between childhood and adolescence. This insight triggered years of research, uncovering the critical need to recognise rites of passage to support the coming of age for boys and girls.

THE STAIRCASE OF LIFE

Dr. Arne discusses the importance of the 'Staircase of life', and how as individuals we move from infants, to children, to adolescents, adults, parents and then grandparents. It is important that each of these moments are celebrated, creating excitement and joy in progressing forward. Dr. Arne also notes that if there are negative connotations associated with progressing onto these stages, it can cause distress and reduce the likelihood of successfully progressing through the staircase of life.

CELEBRATING MILESTONES

Allowing children to progress through these stages also takes the support and encouragement from parents. Dr. Arne encourages parents to celebrate these milestones with their children, while also gradually letting go and being available to them in a 'mentor role'. Dr. Arne discusses the importance of developing one-on-one time between children and their parents, helping to build those relationships that will be there to support them on their journey.

We know that transition can be a challenging time for children and their parents and it is one of the greatest privileges for parents and teachers that we get to support young people as they navigate some of those steps.

Toorak College Staff

In 2023, the total number of Toorak College staff was 205.

TOORAK COLLEGE STAFF			
2023		NUMBER	GENDER BALANCE
	FEMALE	172	84%
	MALE	33	16%
	TOTAL	205	100%

Indigenous employees: 1

ATTENDANCE

In 2023, the number of school days was 187 days of the calendar year. In total, teaching staff had an attendance rate of 97%.

TOORAK COLLEGE STAFF ATTENDANCE			
2023		NUMBER	ATTENDANCE RATE
	SCHOOL DAYS	187	97%

STAFF RETENTION

In 2023, 7 Education staff left Toorak College, resulting in an Education staff retention rate of 94%, and 20 Operations staff left, resulting in an Operations staff retention rate of 75%.

TOORAK COLLEGE STAFF RETENTION			
2023		LEAVERS	RETENTION RATE
	EDUCATION TEAM	7	94%
	OPERATIONS TEAM	20	75%

PROFESSIONAL LEARNING

In 2023, \$165,372 was spent on professional learning, averaging \$1,240 per FTE staff member.

School Structure

SCHOOL EXECUTIVE

Principal	Mrs Kristy Kendall
Director of Business	Mr Anthony Steer
Head of Senior School, Deputy Principal	Mrs Fiona Wines
Head of Wardle House, Deputy Principal	Mrs Melissa Schoorman
Director of School Operations	Mr Geoff Pattison

WARDLE HOUSE LEADERSHIP TEAM

Deputy Head of Wardle House	Mrs Naomi Linssen
Director of Early Learning	Ms Patricia Barbieri
Acting Director of Early Learning (Fridays)	Mrs Rowena Thorne
Curriculum Leaders	Mrs Susan Auger Mrs Sarah McMichael Ms Philippa Morgan

SENIOR SCHOOL LEADERSHIP TEAM

Deputy Head of Senior School, Academic Growth	Mrs Kate Brown
Deputy Head of Senior School, Personal Growth	Mrs Jenna Green
Head of Student Progress	Mr Brad Schreuder
Head of Student Programs	Mr Brendan Fordham
Head of Student Experience and Leadership	Mrs Samantha Lewis

HEADS OF YEAR

Year 7	Ms Melissa Leigh-Stevens
Year 8	Mrs Kristie Evans
Year 9	Dr Sibil Oksayan
Year 10	Mrs Jill Stinson
Year 11	Mrs Kate Deex (Acting Head of Year 11)
Year 12	Mr Andrew Bertschik

CURRICULUM LEADERS

English & IELC	Mr Scott Pannam
Health, Physical Education & Wellbeing	Mrs Jenna Ward
Humanities, Commerce & Languages	Ms Gabrielle Bent
Mathematics & Science	Mrs Virginia Powell
Arts & Technology	Mr Dailan Hatherley

OTHER ROLES AND RESPONSIBILITIES

Head of Boarding	Ms Elizabeth Birrell
Head of Digital Learning & Innovation	Mr Philip Carew
Head of Performing Arts	Ms Emma Jensen
Director of Music	Ms Amy Wert
Head of Houses	Mr Drew Gardener
Head of Learning Enhancement	Mrs Karen Otty
School Psychologist/Counsellor	Ms Kelly Butler Ms Sia Pickersgill
School Nurses	Mrs Kylie de Blaquiére Mrs Karen Hall
Futures Specialist	Miss Coco Callanan

OPERATIONS TEAM LEADERSHIP

Alumni Relations	Ms Sabrina Males
Catering Manager	Mrs Kristy Russell
Director of ICT	Mrs Judy Burriss
Head of Admissions	Mrs Tessa Cerreto
Head of People, Culture and Pathways	Mrs Bianca New
Head of Marketing & Development	Ms Emma Castles
Property Manager	Mr Jim Barber

Toorak College Students

As at June 2023, the number of students was 967:

TOORAK COLLEGE STUDENTS					
2023		EARLY LEARNING	JUNIOR SCHOOL	SENIOR SCHOOL	WHOLE SCHOOL
	FEMALE	66	281	545	892
	MALE	47	27	1	75
	TOTAL	113 (79.2 FTE)	308	546	967 (887.8 FTE)

Senior School includes 25 boarding students, of which 21 are international students.

The majority of day students reside in the Mount Eliza, Mount Martha, Mornington, Frankston South area, with more students in upper levels travelling from Red Hill and Main Ridge areas, through to Rye and Sorrento. International boarders come from a range of countries including China, Hong Kong, Thailand, Vietnam, Indonesia and India.

Percentage of students at or above the minimum national standards in NAPLAN tests.

TOORAK COLLEGE NAPLAN TEST STANDARDS					
2023		YEAR 3	YEAR 5	YEAR 7	YEAR 9
	READING	100%	100%	100%	97%
	WRITING	100%	100%	100%	98%
	SPELLING	100%	100%	99%	97%
	GRAMMAR AND PUNCTUATION	100%	100%	99%	95%
	NUMERACY	100%	100%	100%	99%

STUDENT ATTENDANCE

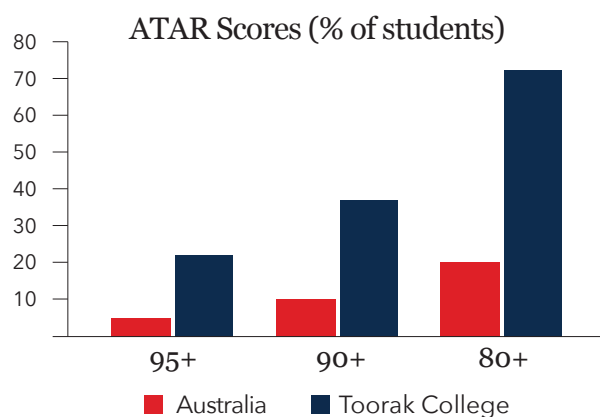
The average student attendance was 92%, an increase of 1% from 2022. Student attendance in Senior School is entered online at the commencement of each period by the teacher or tutor in charge. In Wardle House the rolls are completed online at the start of the day and after lunch. Families of students absent, without explanation after 10:00am, are contacted by text message or phone call.

TOORAK COLLEGE STUDENT ATTENDANCE						
2023	YEAR LEVEL	SCHOOL DAYS	DAYS ABSENT	POPULATION	% ABSENT	% ATTENDANCE
	0	178	680	39	9.80%	90.20%
	1	178	429	28	8.61%	91.39%
	2	178	486	35	7.80%	92.20%
	3	178	616	35	9.89%	90.11%
	4	178	617	44	7.88%	92.12%
	5	178	1024	62	9.28%	90.72%
	6	178	945	65	8.17%	91.83%
	7	178	1050	86	6.86%	93.14%
	8	178	1376	88	8.78%	91.22%
	9	178	1298	103	7.08%	92.92%
	10	178	1480	97	8.57%	91.43%
	11	178	879	85	5.81%	94.19%
	12	144	702	87	5.60%	94.40%

Results - Class of 2023



This year, the Toorak College Year 12 cohort celebrated some remarkable ATAR results with 22% achieving ATARs over 95 and 35% with ATARs over 90. There were 43 early offers to students from 7 different universities and 3 students received cadetships with our industry partners.

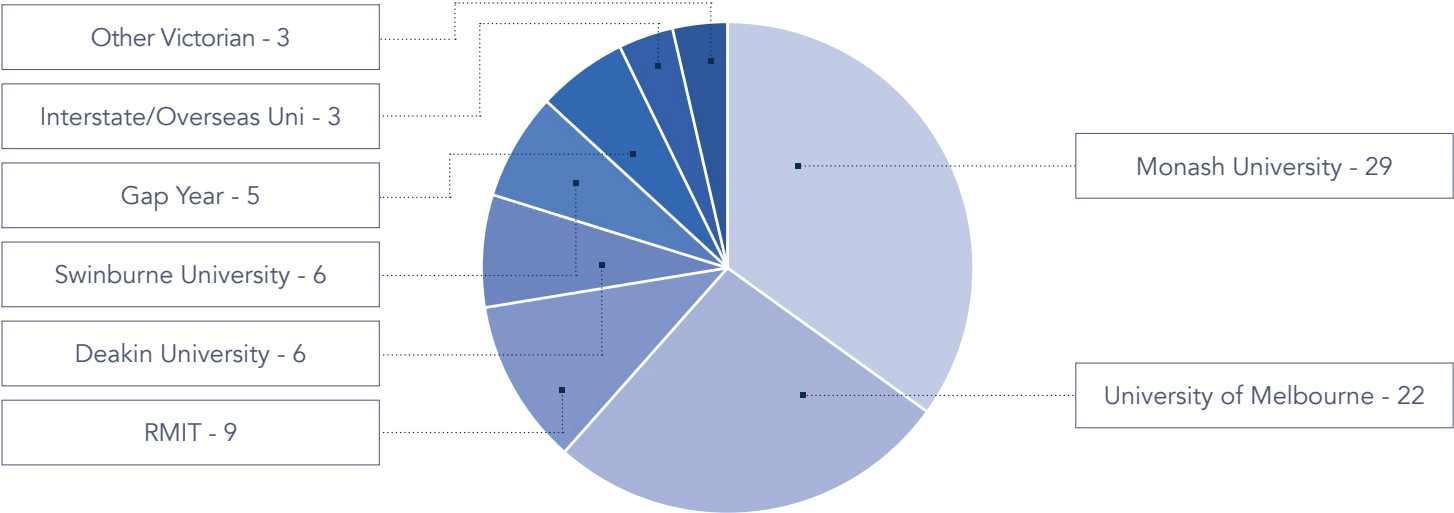


DUX AND DUX PROXIMUS

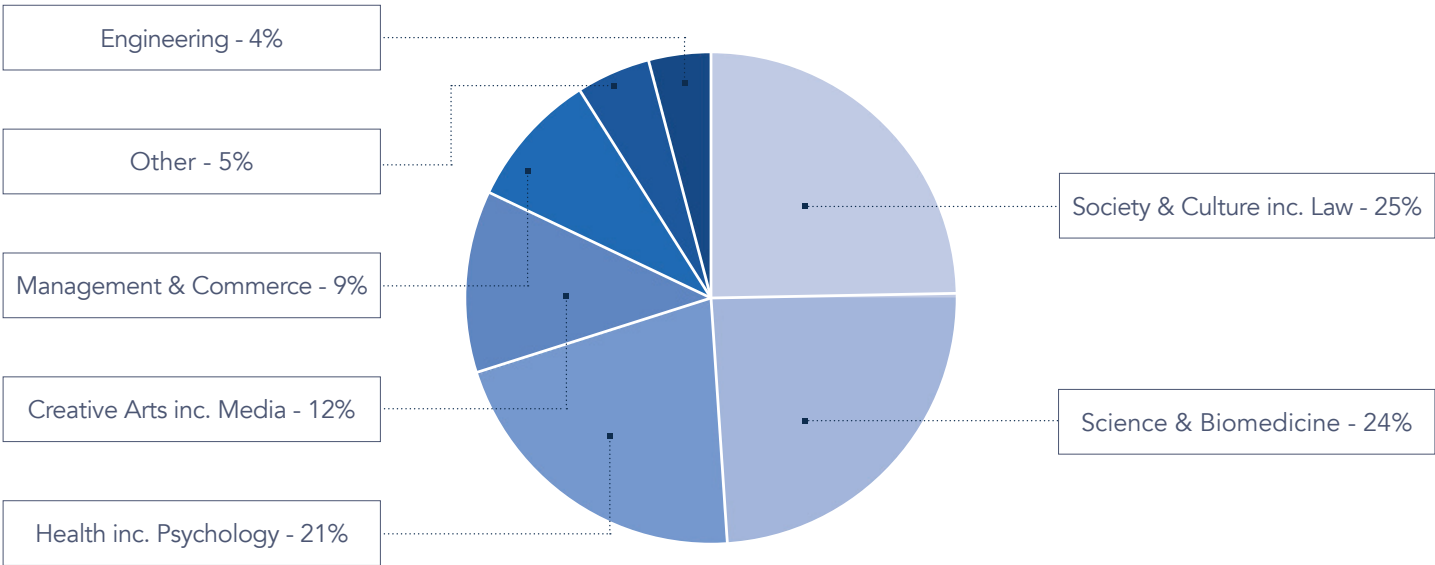
We are delighted to congratulate the 2023 Dux, Maria Suetin on achieving an ATAR of 99.45 and our Dux Proximus, Youyou Zhu on achieving an ATAR of 99.3.

Results - Class of 2023

UNIVERSITY DESTINATIONS



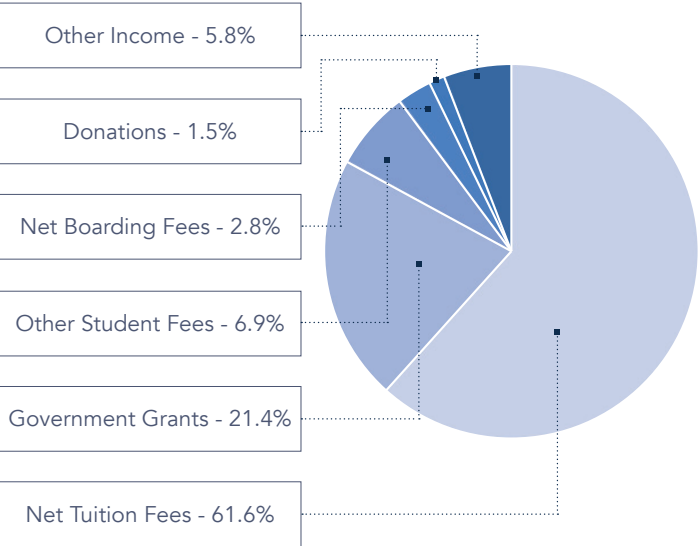
FIELD OF STUDY



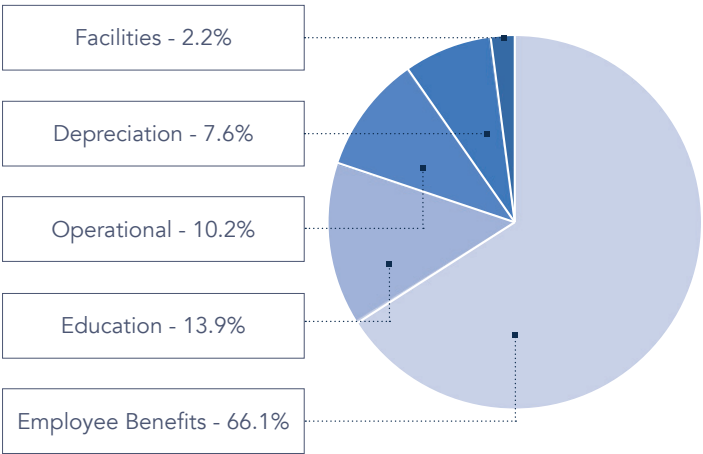
Finance

Toorak College Limited is a public company limited by guarantee. Net assets of the company at 31 December 2023 were \$47.77 million, with \$3.7 million of borrowings and \$1.46 million cash. Toorak College has a total financing facility of \$13 million with the funds drawn down to date, used for the development of the Community & Arts Precinct.

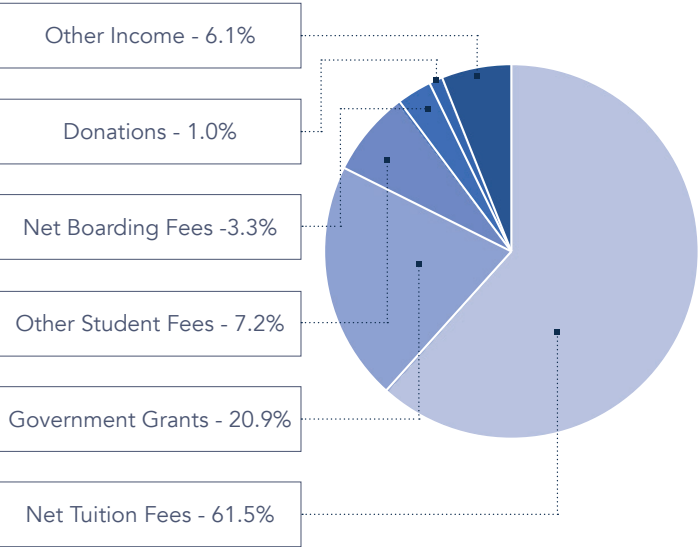
TOORAK COLLEGE REVENUE - 2022



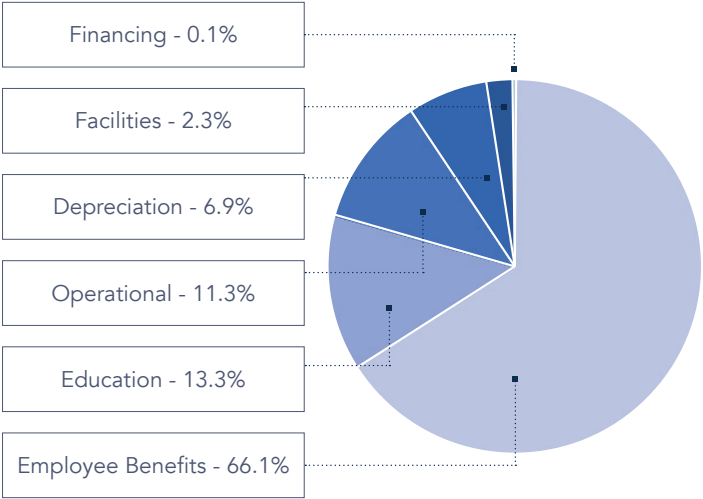
TOORAK COLLEGE EXPENSES - 2022



TOORAK COLLEGE REVENUE - 2023



TOORAK COLLEGE EXPENSES - 2023

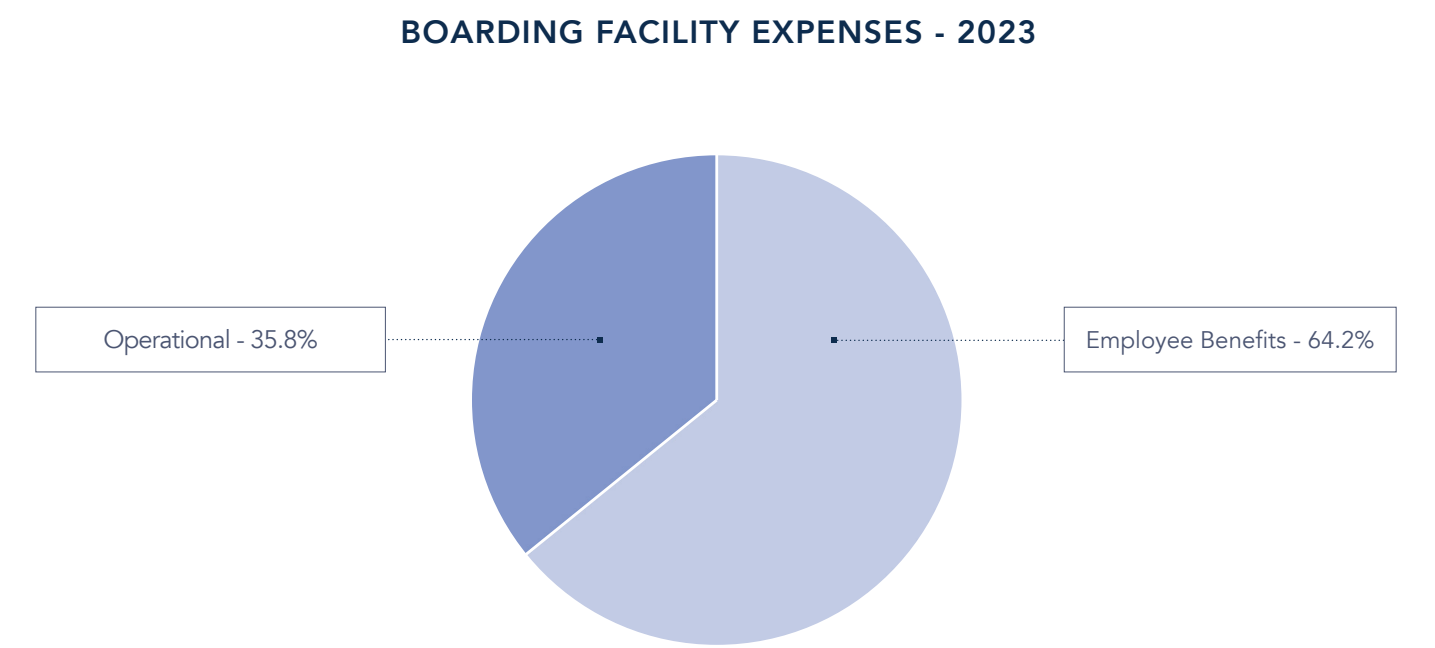


Boarding

As at June 2023, Toorak College had 58 boarding students of whom 44 were full fee paying overseas students. The enrolment of overseas boarding students has now fully recovered to pre-pandemic levels.

100% of revenue from boarding students is derived from the consolidated annual fee which was \$34,696 per annum and is charged pro rata per the period of stay. The annual boarding fee is a consolidated charge inclusive of all accommodation, tutoring, meals, transport and appointment of student advocates.

The following chart sets out the allocation of expenses in the boarding facility:





TOORAK COLLEGE
Mount Eliza

Old Mornington Road, Mount Eliza, VIC, 3930

PO Box 150, Mount Eliza, VIC, 3930

Phone: +61 (3) 9788 7200 | www.toorakcollege.vic.edu.au

CRICOS Provider Code: 00349D, CRICOS Course Code: 005454G (Senior), 097816B (Primary)