



TOORAK COLLEGE
Mount Eliza

Annual Report

2024





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 Beyond 150 Strategic Plan sets a clear direction for the next chapter in the school's journey, focused on preparing students to thrive in a rapidly changing world. Built around the pillars of academic and personal growth, empowerment and wellbeing, the plan prioritises innovation in learning, a strong sense of community, and the development of confident, future-ready graduates. It reflects the school's ongoing commitment to excellence, inclusion, and purpose-driven education.

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

The 2024 school year was a year of celebration as we honored the 150th year of Toorak College. We are incredibly proud of the way members of the community were able to engage with the celebrations in many different ways and of the legacy that we celebrated, and in turn created. Key features of our celebrations included the release of our 150 year book; A Red Ribbon Runs Through It and our 150 year Gala Ball with 500+ attendees.

We were so proud to share our VCE results for the Class of 2024. These outstanding young women have continued Toorak's proud legacy amidst our 150 year celebrations.

Our Dux was Amelia Bishop, with an incredible ATAR of 99.3 and two perfect study scores of 50 in both English and Literature.

The Class of 2024 achieved a median ATAR of 86.5, meaning that more than half of our students are in the top 14% of the state. We also saw 35% of students achieve ATARs over 90, this places them in the top 10% of students in Australia.

88% of our students achieved ATARs over 70 and we know that these scores will open pathways wherever our students would like to go.

Our pathways with industry partners provide our students with amazing opportunities to pursue after VCE and we were very pleased to announce our cadets for 2025 with Toorak's industry partners, Seymour Whyte and Downer. Toorak College Head Girl for 2024, Winnie Wilson was awarded a cadetship with Seymour Whyte, bringing her passion for the environment to Seymour Whyte's many major projects. Rylee Morgan received a cadetship with Downer after completing work experience across multiple Downer sites in 2023.

Continuing the academic performance, the School also produced very strong results in NAPLAN which is testament to the dedication of our teachers.

Our 150th year was also marked by the completion of the spectacular Community and Arts Precinct ahead of time and under budget. Our first major event in this building was a huge success, a sold out whole school production, Showcase of The Arts.

Our financial position is very strong, supported by the continued growth in enrolment numbers from 916 (2023) to 942 (2024) to 977 (2025). We are now approaching 1,000 FTE students in Semester 2 this year.

Our boarding house is going from strength to strength. After having enrolments significantly reduced during Covid we have steadily recovered our numbers returning to full capacity in 2025.

The school's asset base has continued to grow whilst minimising debt with the total borrowings to complete the new Community & Arts Precinct well below initial estimates. We are now on target to repay the loan in January 2027. The fundraising efforts supporting this development has been critical in reducing the School's reliance on debt funding along with the strong recurrent operating cashflows generated through the day to day operations of the School.

We continue to monitor our financial performance against our peers and Toorak College benchmarks incredibly well. This was also noted by our auditors, Grant Thornton who are very pleased with the ongoing financial performance of the School.

OTHER ACHIEVEMENTS ACROSS THE SCHOOL IN 2024 INCLUDED:

- Designing our own Junior School curriculum. As we moved away from PYP this year the entire curriculum from ELC to Year 6 was designed, integrated and taught with great success.
- The expansion of the Intensive English Language School curriculum including introducing reporting on English language progression quarterly for parents.
- The introduction of the Year 10 Agile program where students completed micro credentials in youth mental health first aid, barista courses, visual merchandising, entrepreneurial skills, building a start-up and cybersecurity.
- The launch of our Industry Partner Recognition lunch in line with International Women's Day celebrations.
- The establishment of a Collegians microsite.
- The continued development and design of our Veracross platform that commenced launch of its first module in November.
- Scoring above like schools in all categories in our biennial MYP survey.
- Reaching agreement for our new staff EBA which has been extended to a 4 year agreement.

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**

FCCA, BBus

Registered Certified Practising Accountant and Company Auditor, Former Principal at Burke Bond Partners. Peter has previously held several Directorships including Director of The Bays Healthcare Group.

Responsibilities: Chairman, Finance & Risk Committee, Nominations Committee

MS CARA LITTERICK (Retired 30 April 2024)

BA, LLB

Judicial Registrar appointed to the Federal Circuit and Family Court of Australia. Committee Member of Toorak Collegians.

Toorak Collegian – Class of 2002.

Responsibilities: Director, Chair of Nominations Committee

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 Interplast Australia & New Zealand.

Toorak Collegian – Class of 1988.

Responsibilities: Director, Chair of Fundraising Committee

MS ALEXANDRA MCCABE

BA, LLB (Hons)

Co-founder and Director of Kip&Co and Director of Moonah House Women's Shelter.

Toorak Collegian – Class of 1998.

Responsibilities: Director

MS SARAH WYSE (Resigned 11 March 2025)

B.S.

CEO Matterworks, Strategic consultant

Responsibilities: Director

PROF. HUGH WILLIAMS

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

There are years that pass quietly, and there are years that leave a mark. Our 150th year at Toorak College was the latter: a remarkable chapter in the life of our school that celebrated where we've come from and confidently shaped where we're headed next.

Throughout 2024, our community gathered in many different ways — to reflect, to celebrate, and to create new traditions of our own. One of the most meaningful moments was the release of *A Red Ribbon Runs Through It*, our commemorative book filled with the stories, milestones and voices that have shaped Toorak across generations. In the same spirit, more than 500 guests came together for our Gala Ball, a joyful evening that brought past and present members of the community into one room, united in pride and purpose.

It was also a year of building, both literally and figuratively. Our new Community and Arts Precinct was completed ahead of schedule and under budget, opening new possibilities for student performance, exhibitions and connection. Its arrival was celebrated through our first-ever whole-school production, *Showcase of the Arts*, a sell-out success that brought the entire student body together in a display of energy, creativity and teamwork.

At the same time, we were busy transforming the student experience in even more foundational ways. In the Junior School, we moved away from the PYP and implemented our own fully integrated curriculum. Designed from the ground up by our teachers and tailored specifically to our students from ELC through to Year 6, it was a bold move — and an incredibly successful one — reinforcing our belief in designing learning that is both innovative and deeply relevant.

In the Senior School, we launched the Year 10 Agile program, offering micro-credentials across areas as diverse as barista skills, youth mental health first aid, entrepreneurial thinking, and cybersecurity. This approach gave our students a powerful sense of agency and real-world readiness, something we believe is more important than ever.

We also extended our commitment to supporting international students by expanding the Intensive English Language School and introducing quarterly English progression reports for families. This strengthened both transparency and student growth.



And, as we looked outward, we welcomed industry leaders to our inaugural Industry Partner Recognition Lunch, timed with International Women's Day, creating new pathways between school and the working world.

Behind the scenes, we continued to modernise our systems and strengthen our foundation for future growth. We launched the first module of our new Veracross platform, agreed on a four-year Enterprise Bargaining Agreement with staff, and grew our enrolments steadily — from 916 students in 2023 to 942 in 2024, with 977 projected for 2025. Boarding numbers also rose significantly, from 28 to 65 students in just two years, affirming the strength and appeal of our residential offering.

Our broader community continued to rally behind us, raising more than \$92,000 to support school programs and initiatives. And in a year of progress, we remained academically strong, with student performance in both NAPLAN and VCE exceeding expectations, and Toorak outperforming like schools across every category in our biennial MYP survey.

But beyond the numbers and milestones, what stood out most this year was the spirit of Toorak — the sense of belonging, purpose and momentum. This wasn't just a celebration of the past. It was a declaration of who we are now and who we intend to be. Our 150th year reminded us that legacy isn't something we sit back and admire; it's something we continue to build.

And that's exactly what we'll keep doing.

Toorak College Staff

In 2024, the total number of Toorak College staff was 207.

TOORAK COLLEGE STAFF			
2024		NUMBER	GENDER BALANCE
	FEMALE	169	82%
	MALE	38	18%
	TOTAL	207	100%

Indigenous employees: 1

ATTENDANCE

In 2024, the number of school days was 189 days of the calendar year. In total, teaching staff had an attendance rate of 96%.

TOORAK COLLEGE STAFF ATTENDANCE			
2024		NUMBER	ATTENDANCE RATE
	SCHOOL DAYS	189	96%

STAFF RETENTION

In 2024, 10 Education staff left Toorak College, resulting in an Education staff retention rate of 91%, and 15 Operations staff left, resulting in an Operations staff retention rate of 84%.

TOORAK COLLEGE STAFF RETENTION			
2024		LEAVERS	RETENTION RATE
	EDUCATION TEAM	10	91%
	OPERATIONS TEAM	15	84%

PROFESSIONAL LEARNING

In 2024, \$197,597 was spent on professional learning, averaging \$1,422 per FTE staff member.

School Structure

SCHOOL EXECUTIVE TEAM

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
Director of People & Culture	Mrs Bianca New
Director of Community & Development	Ms Emma Castles

WARDLE HOUSE LEADERSHIP TEAM

Deputy Head of Wardle House	Mrs Naomi Linssen
Head of Early Learning Centre	Miss Dianna McKellar
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 Experiences and Leadership	Mrs Samantha Lewis
Head of Student Progress	Mr Brad Schreuder
Head of Student Programs	Mr Brendan Fordham

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
Year 12	Mr Andrew Bertschik

CURRICULUM LEADERS

English & IELC	Mr Scott Pannam
Health, PE & Wellbeing	Mrs Jenna Ward
Acting Health, PE & Wellbeing	Miss Alexandra Canton
Humanities, Languages & Commerce	Miss Gabrielle Bent
Mathematics & Science	Mrs Virginia Powell
Arts & Technology	Mr Dailan Hatherley

OPERATIONS TEAM LEADERSHIP

Director of ICT	Mrs Judy Burriss
Head of Admissions	Mrs Tessa Cerreto
Head of Physical Resources	Mr Jim Barber
Alumni Relations	Ms Sabrina Males
Catering Manager	Mrs Kristy Russell

OTHER ROLES & RESPONSIBILITIES

Head of Digital Learning & Innovation	Mr Phil Carew
Head of Performing Arts	Ms Emma Jensen
Head of Sport	Ms Libby Lewin
Director of Music	Ms Amy Wert
Student Futures Specialist	Dr Josie Monro
Head of Houses	Mr Drew Gardener
Head of Learning Enhancement	Mrs Karen Otty
School Psychologist/Counsellor	Ms Kelly Butler Ms Shae Gaskin Ms Sia Pickersgill
School Nurses	Mrs Kylie de Blaquiére Mrs Karen Hall
Head of Boarding	Ms Elizabeth Birrell

Toorak College Students

As at June 2024, the number of students was 982:

TOORAK COLLEGE STUDENTS					
2024		EARLY LEARNING	JUNIOR SCHOOL	SENIOR SCHOOL	WHOLE SCHOOL
	FEMALE	77	282	559	918
	MALE	46	18	0	64
	TOTAL	123 (92.8 FTE)	300	559	982 (951.8 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 and Indonesia.

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

TOORAK COLLEGE NAPLAN TEST STANDARDS					
2024		YEAR 3	YEAR 5	YEAR 7	YEAR 9
	READING	100%	100%	100%	96%
	WRITING	100%	100%	100%	98%
	SPELLING	100%	100%	99%	97%
	GRAMMAR AND PUNCTUATION	100%	100%	100%	97%
	NUMERACY	100%	100%	99%	98%

STUDENT ATTENDANCE

The average student attendance in 2024 was 92%, consistent with 2023. 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 ATTENDANCE		
2024	EARLY LEARNING	% ATTENDANCE
	0	92.69%
	1	91.51%
	2	92.76%
	3	91.59%
	4	91.63%
	5	91.89%
	6	89.64%
	7	92.72%
	8	93.62%
	9	89.61%
	10	92.13%
	11	93.04%
	12	94.13%

Results - Class of 2024



For any student, their school journey is uniquely special, but for the graduating Class of 2024, they are part of the fabric of 150 years of Toorak College. This cohort is ready to define what legacy they wish to leave behind at Toorak – beginning with the remarkable achievements, results and pathways they have forged for themselves in a fashion that promotes collective spirit and unity.

This class achieved an amazing median ATAR of 86.5, meaning that over half of Toorak students are in the top 14% of the state. We also saw 35% of students achieve ATARs over 90 and 88% of our students achieved ATARs over 70. We know that these scores will open pathways wherever our students would like to go.

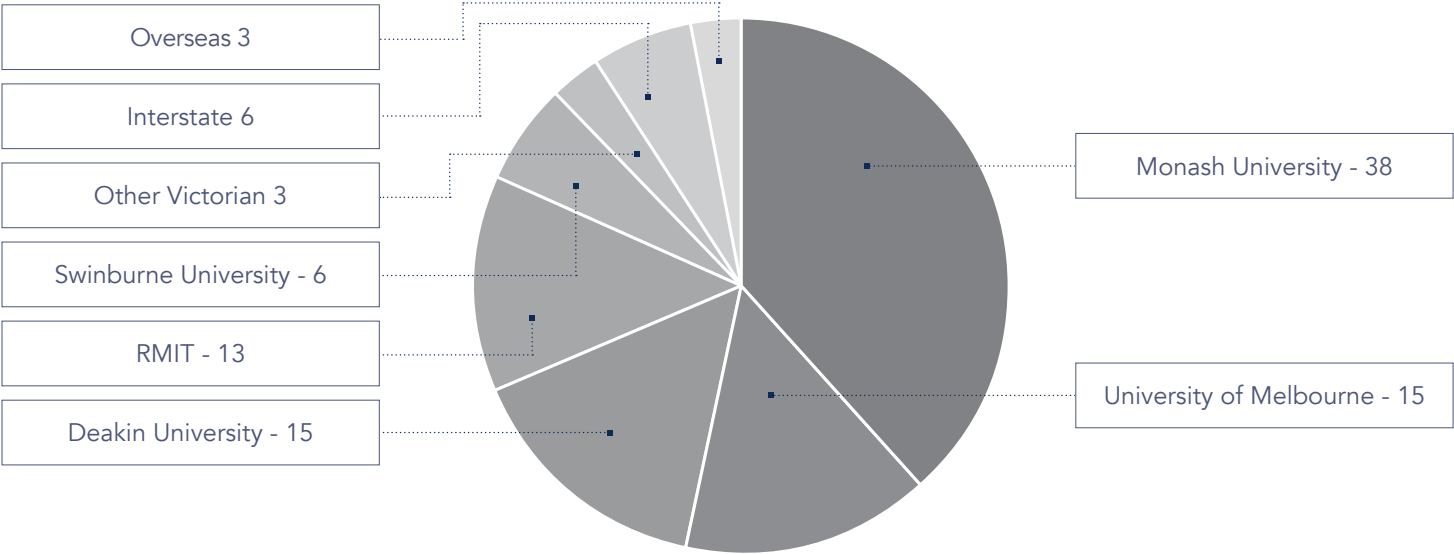
As we celebrate these wonderful results and placements – which truly is a community effort from students, staff and families – we know that a Toorak education stretches far beyond an ATAR score.



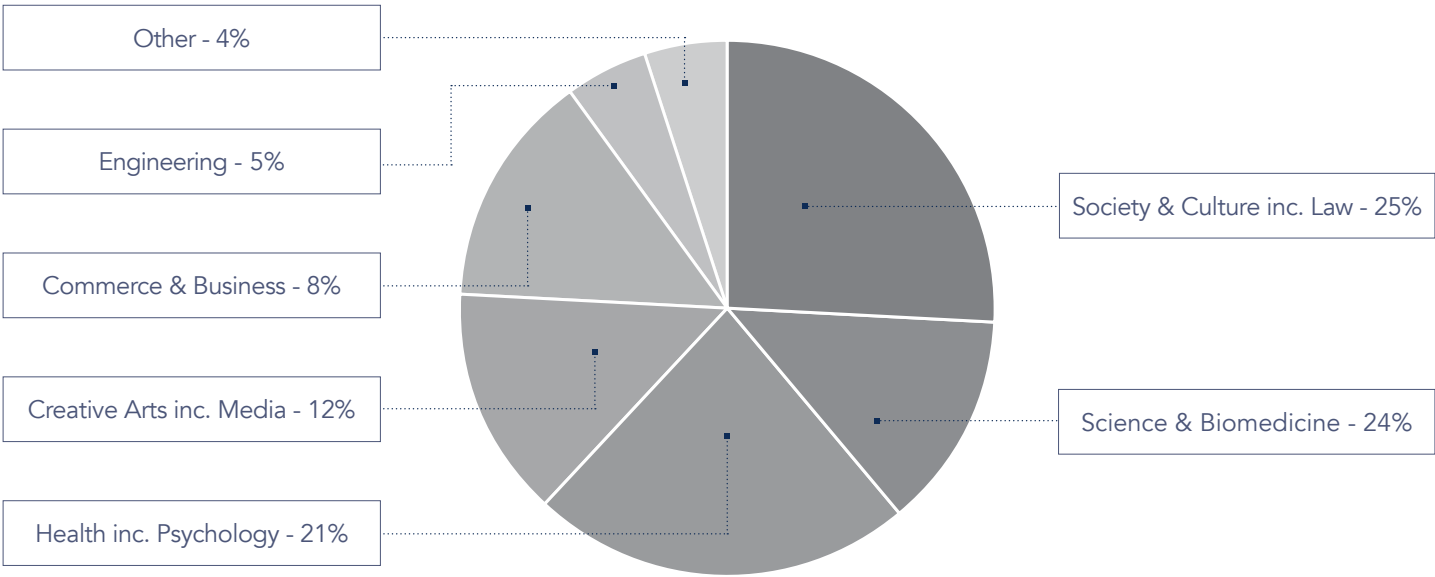
Reflecting on the School's history, woven with both trials and triumphs, one sentiment remains strong throughout: our legacy is stronger when we work as one.

Results - Class of 2024

UNIVERSITY DESTINATIONS



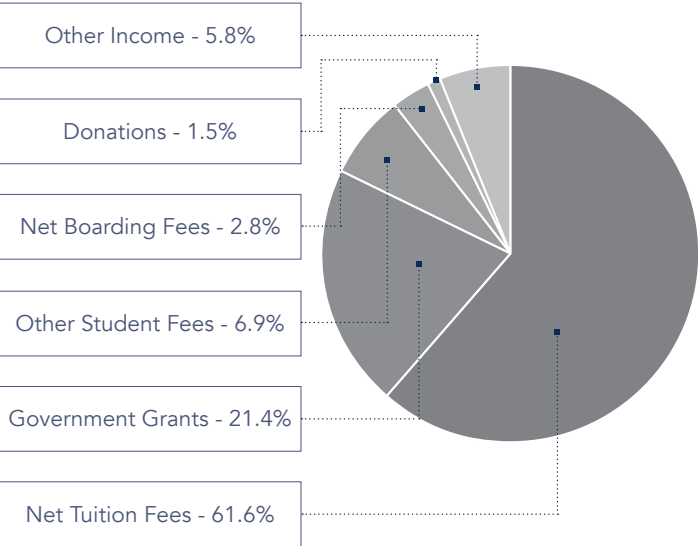
FIELD OF STUDY



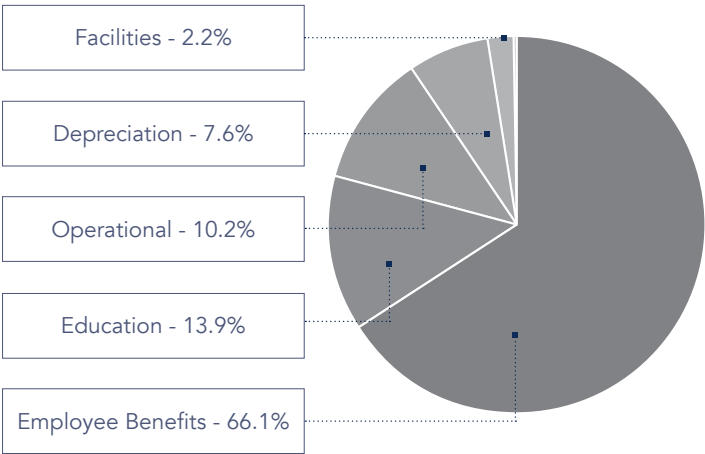
Finance

Toorak College Limited is a public company limited by guarantee. Net assets of the company at 31 December 2024 were \$49.6 million, with \$6.6 million of borrowings and \$1.2 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.

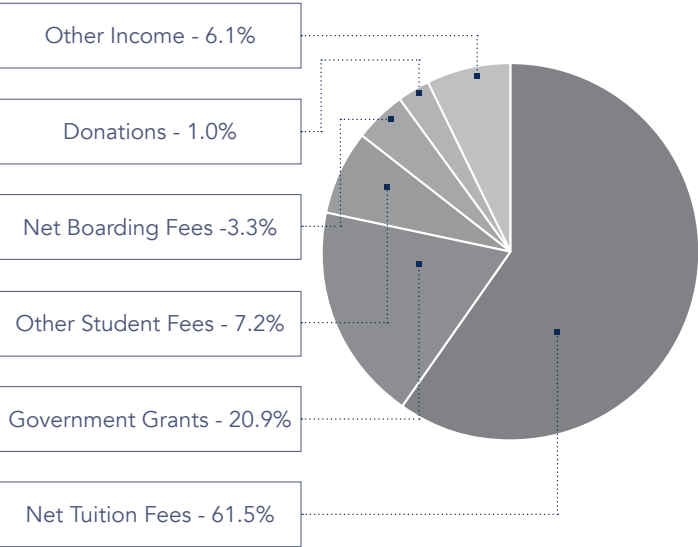
TOORAK COLLEGE REVENUE - 2023



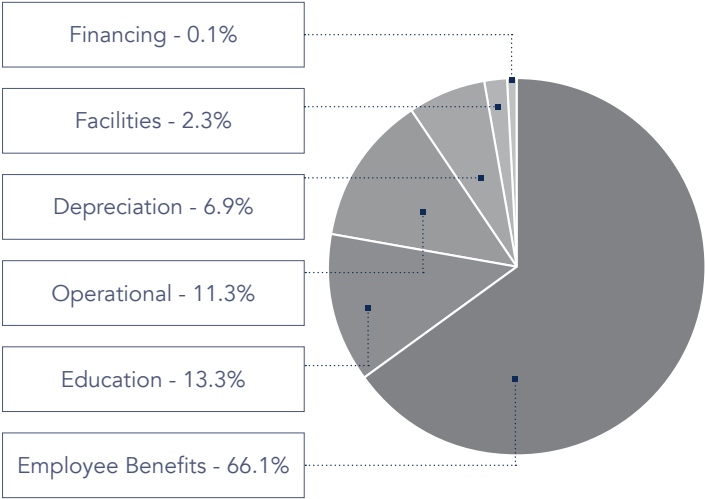
TOORAK COLLEGE EXPENSES - 2023



TOORAK COLLEGE REVENUE - 2024



TOORAK COLLEGE EXPENSES - 2024



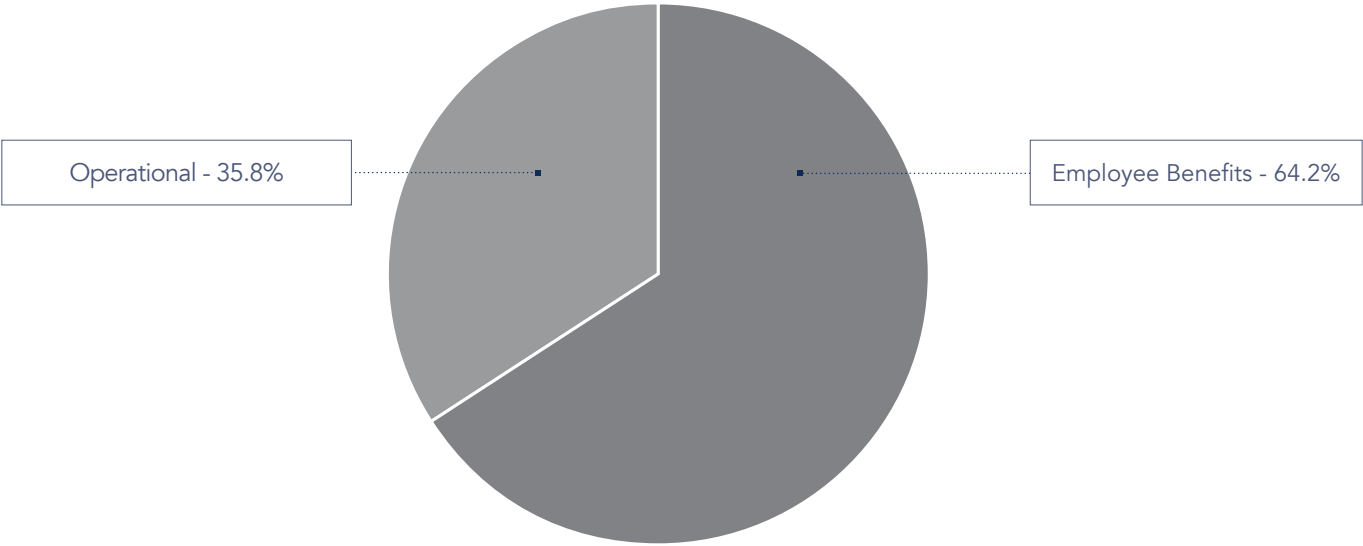
Boarding

As at 2 August 2024, Toorak College had 52 boarding students of whom 39 were full fee paying overseas students.

100% of revenue from boarding students is derived from the consolidated annual fee which was \$36,260 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:

BOARDING FACILITY EXPENSES - 2024





TOORAK COLLEGE
Mount Eliza

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