



PRINCE  
ALFRED  
COLLEGE

# 2024 Annual Report





MARTIN, V.H.  
MARTIN, W.J.  
MARTIN, W.L.  
MASSON, G.G.  
MATHER, E.S.  
MATHER, P.D.  
MATHESON, J.A.  
MATHESON, K.L.  
MATTERS, R.F.  
MATTERS, S.W.  
MAUGHAN, J.R.  
MAUGHAN, M.V.  
MAY, J.K.L.  
LANDSEER, C.J.  
LOWE, J.V.

MINNIS, J.L.  
MINNIS, T.L.  
MITCHELL, C.G.  
MITCHELL, H.B.  
MITTON, E.L.  
MOODY, G.F.  
MOODY, D.A.  
MOODY, H.B.  
MOORE, G.D.  
MORCOMBE, A.E.  
MORCOMBE, P.T.  
MORLEY, S.R.  
MORRIS, A.V.  
MORLEY, R.J.S.  
MOWAT, R.H.  
MURKIN, A.  
MURPHY, L.D.

MURPHY, A.E.  
MURPHY, J.  
MURPHY, H.E.  
MURPHY, J.A.  
MURPHY, G.R.  
MURPHY, J.E.  
MURPHY, W.  
MURPHY, L.J.  
MURPHY, A.R.  
MURPHY, E.A.  
MURPHY, L.J.  
MURPHY, A.R.  
MURPHY, G.J.  
MURPHY, E.F.  
MURPHY, L.R.  
MURPHY, R.J.E.  
MURPHY, T.D.



# Our Vision

To be the leading educator of boys with exceptional people, programs and facilities.

# Our purpose

We nurture each boy to develop into well-rounded young men of good character, who are prepared to contribute positively to society.

# Our Values

## RESPECT

We respect ourselves, those around us and our environments

## EXCELLENCE

We achieve our personal best in everything we do.

## BELONGING

We ensure every member of our school community feels welcome and connected.

## ENDEAVOUR

We are curious, courageous and will rise to a challenge

**Fac fortia et patere:** Do brave deeds and endure.

## OUR MAJOR AFFILIATIONS

Uniting Church in Australia

International Baccalaureate Organisation

International Boys' Schools Coalition

Association of Independent Schools South Australia (AISSA)



# Chair of Council and Headmaster Report

2024 was a significant year in the history of the College as we established a new 2025-2028 Strategic Plan and subsequently launched our five-stage College Master Plan. We prepared for the commencement of our new Preparatory School redevelopment and commenced preparation works for Stages two and three of the Master Plan.

The Preparatory School focused on the delivery of content through an explicit and direct model that our staff worked to master in Term 4 of 2023, and in the professional development program at the start of 2024. Our new Deputy Headmaster and Head of the Preparatory School, Mr Jon Gelsthorpe, has worked closely with his team to see this implemented and we thank him and his team for their work in this area.

Our new Pastoral structure in the Secondary School also came to life. There was considerable energy for the House competitions with the inaugural House Music competition being one of the many highlights in the race for the Wesley Cup (which was ultimately won by Taylor House).

We also want to thank the Council and Executive for the work they did to consult with the community, including students, parents, Old Scholars and staff to articulate the College Vision, Purpose and Values. Alongside this has been the establishment of the Princes Men Charter that sits in every classroom and helps guide our boys and staff – thank you to Mr Troy McKinnon for his work on this.

**Our Vision:** To be the leading educator of boys with exceptional people, programs and facilities.

**Our Purpose:** We nurture each boy to develop into well-rounded young men of good character, who are prepared to contribute positively to society.

**Our Values:**

Respect - We respect ourselves, those around us and our environments.

Excellence - We achieve our personal best in everything we do.

Belonging - We ensure every member of our school community feels welcome and connected.

Endeavour - We are curious, courageous and will rise to a challenge.

We would like to welcome to the College, Mr Jon Gelsthorpe, Deputy Headmaster and Head of the Preparatory School, as a member of the College Executive. Jon joins us from St Peter's College where he was Deputy Head of the Preparatory School with a focus on Teaching and Learning. Other key appointments in 2024 included the appointment of Mr Andrew MacGregor as the Head of Senior Years and Mr Graham Duffy as Head of Middle Years. Ms Melisha Willington joined the operational team as our new Project Manager and has had immediate, positive impact. Our Deputy Headmaster and Head of the Secondary School, Mr Greg Atterton was appointed as the Principal of Pulteney Grammar School and finished up with us at the end of 2024. This was a wonderful appointment for Greg and we commend him for his excellent work over the last four years. We commenced the recruitment process in the last two weeks of Term 2 and were fortunate to have an excellent field of candidates from around the country and world to choose from. Ms Georgina West was appointed to this important position in the College and comes to us from Walford where she was the Head of Senior School. Ms West undertook a comprehensive induction and handover process throughout Term 4 and will commence at the start of Term 1 2025.

We were very proud of the class of 2024 who achieved a median ATAR of 87.96. Our SACE cohort should be commended on achieving a median of 85.5. Our IBDP cohort again had an exceptional year, with a median ATAR of 90.25. Congratulations to the students who obtained 83 merits between them in 2024 which is the third highest number in the last 25 years.

Our enrolment numbers remained strong with 1,147 students enrolled in R-12 at the start of 2024, and our Boarding House at capacity with 150 boarders in residence. We were very pleased that the Early Learning Centre remains at capacity and is incredibly popular within the community. Our international student numbers also continue to grow to what we see as a sustainable and balanced number (14 Day and 25 Boarding).

We would like to acknowledge and thank the College Council members for the countless hours, wisdom, dedication and support, they contributed throughout 2024. At the end of 2024 the new Chair, Mr David Sanders, will take over from Mr Richard Hockney who has spent considerable time on



succession planning over the last two years. Richard remains as one of the Dequetteville Nominees Directors that oversees the College's endowment fund as well as the Chair of the Capital Campaign Committee.

Our 2024 Secondary School leaders, Max Whittle (College Captain), Tom Turnbull and Thomas Henchcliffe (Vice-Captains), and the Preparatory leaders Sammy Rayner (Captain) and Henry Stirling (Vice-Captain) were exceptional role models, and we thank them for their leadership throughout the year.

Finally, we would like to express our thanks to the Executive and all the staff for their efforts and dedication throughout 2024, as well as the parents, friends, Old Scholars, and supporters who have contributed so much to the Prince Alfred College community.



**Richard Hockney**  
*Chair of College Council*



**David Roberts**  
*Headmaster*





# 2024 College Governance

The governing body is the Prince Alfred College Council, pursuant to the Prince Alfred College Incorporation Act 1878 and a constitution adopted pursuant to that Act.

Mr Brian Kennelly

Representative of the Moderator of the Uniting Church in Australia,  
Presbytery and Synod of SA Representative

*Chair:*

Mr Richard F Hockney

*Deputy Chair & Treasurer:*

Mr David McGown

*Headmaster:*

Mr David Roberts

*Members:*

Mr David Henchliffe

Ms Sophie Rayner

Dr Janet Young

Mr Thomas Huxtable



*College Council*

*Back row: Sophie Rayner, Brian Kennelly, Janet Young, Thomas Huxtable*

*Front row: David McGown, David Roberts, Richard Hockney, David Henchliffe*



# 2024 Council Committees

The Council operated four main committees, Infrastructure, Finance and Audit, Risk and Compliance and College Advisory Committee with the following members:

## INFRASTRUCTURE

*Chair:* Mr David Henchcliffe

*Members:* Mr Steve Bacon, Ms Melisha Willington, Mr Simon Costanzo,  
Mr Peter Duffield, Mr David Roberts, Mr Daniel Goldsworthy,  
Mr Jayson Gough, Prof Nigel Bean, Mr Craig Nicholls,  
Mr Lui Drusian

*Minutes Secretary:* Ms Nicki Paterson

## FINANCE AND AUDIT

*Chair:* Mr David McGown

*Members:* Mr Steve Bacon, Mr David Roberts, Mr Richard Hockney,  
Mr Thomas Huxtable, Mr David Sanders, Mr Tim Sandow

*Minutes Secretary:* Mr Craig Tasborski

## RISK AND COMPLIANCE

*Chair:* Ms Sophie Rayner

*Members:* Dr Jayme Bennetts, Ms Anne-Louise Heim, Dr Janet Young,  
Mr Steve Bacon, Mr Greg Atterton

*Coordinator:* Ming Chen

*Minutes Secretary:* Ms Naomi de Wit

## COLLEGE ADVISORY COMMITTEE

*Chair:* Mr David Hallett

*Members:* Mrs Alison Benecke, The Rev Dr Adrian Brown,  
Mrs Estelle Chapple, Mr David Hassell,  
Mr James Newton (from 22 May 2024) / Mr Nicholas Heard,  
Prof Nigel Bean, Mr Craig Hole, Mr Andrew McCauley,  
Mr Craig Nicholls, Mrs Belinda Pizzino, Mr Mark Waters,  
Dr Janet Young, Mr Alan Letcher, Mr Craig Tasborski

*Minutes Secretary:* Ms Nicki Paterson







# Student Attendance

All students are required to maintain full attendance during the school term as a condition of enrolment.

Parents are required to notify the relevant sub-school if students will be absent from the College.

Students should not be away from the College during the school term for any reason other than medical or family emergency, without the prior consent of the respective Head of School. Unauthorised absences are regarded as a breach of the College's enrolment policy.

Student attendance in 2024 is summarised in the table below.

Year Level	% Attendance Rate
Reception	91.71%
Year 1	93.40%
Year 2	93.29%
Year 3	94.15%
Year 4	92.69%
Year 5	91.77%
Year 6	91.68%
Year 7	92.18%
Year 8	92.61%
Year 9	91.74%
Year 10	91.47%
Year 11	92.94%
Year 12	90.28%
<b>Whole School</b>	<b>92.30%</b>



# NAPLAN testing

In the NAPLAN testing in 2024, the College mean scores were strong for all students in all areas and exceeding in Year 3 Reading. The overall results in the 2024 NAPLAN testing, along with numbers of students absent or withdrawn from testing is shown in the following table. Most pleasing, the Year 9 Maths results were the highest in the state.

Students Proficiency standards:

	Year 3	Year 5	Year 7	Year 9
Reading	Exceeding	Strong	Strong	Strong
Writing	Strong	Strong	Strong	Strong
Spelling	Strong	Strong	Strong	Strong
Grammar & Punctuation	Strong	Strong	Strong	Strong
Numeracy	Strong	Strong	Strong	Strong

Absent:

Reading	0	1	1	1
Writing	0	1	0	1
Spelling	0	1	1	1
Grammar & Punctuation	0	1	1	1
Numeracy	0	2	0	1

Withdrawn:

Reading	1	2	0	1
Writing	1	4	0	2
Spelling	1	2	0	1
Grammar & Punctuation	1	2	0	1
Numeracy	1	2	0	1





# Year 12 Results

The 2024 academic year finished on a high with strong Year 12 results. The 2024 cohort built momentum strongly throughout the year and delivered a median (midpoint) of 87.96. Overall, these were historically amongst our best results and a wonderful follow up to our exceptional results in 2023.

Excellence was seen across both SACE and the IB Diploma (IBDP) in a wide range of subjects, with 70 merits achieved by students, along with 13 University HDs (via the University of Adelaide Headstart program, Flinders University Extension Studies and University of South Australia).

Michael Cook was awarded the Thomas Elder Prize Dux of School, achieving an ATAR of 99.90 with three merits and two High Distinctions from University of Adelaide. Jesse Rothgrew was awarded Proxime Accessit to Dux of School with an ATAR of 99.90, with two subject merits and two High Distinctions from University of Adelaide.

We can be confident students can excel and prepare for university study in both the IBDP and SACE academic pathways.

## SACE and IBDP combined ATARs



## SACE ATARs



## IBDP ATARs







## 2024 YEAR 12 POST SCHOOL DESTINATION DATA

Courses	Number of Students
Offers made*	121
Agricultural Science	1
Architecture/Design/Contemporary Art	3
Business/Commerce/Finance/Economics	37
Construction Management	6
Education/Teaching	4
Engineering (Mechanical + pathways/flexible entry options)	19
Health Science including Human Movement, Outdoor Education	7
Information Technology/Computer Science	5
Law/Legal	11
Marketing/Communication/Media/Journalism/Creative Industries	1
Maths	2
Music	3
Medicine/Dentistry/Medical Radiation/Paramedic	13
Physiotherapy	2
Psychology/Social work	2
Science (General and Advanced)	5
(DOUBLE DEGREES)	(19)
<b>TOTAL offers</b>	<b>121</b>

Data sourced from the SATAC website (South Australia) which shows the number of offers to preference received.



# Teacher Standards and Qualifications

Prince Alfred College places great importance on supporting staff to participate in professional development initiatives. Whether enabled by annual operating budgets or through a number of endowments, principally the Dr Brian Webber Fellowships and the Max Lawton Boys Education Fund, the opportunities are considerable and research-informed.

Instructional Coaching was rigorously evaluated across the first Semester and systems were established late in the year, with the support of global platform provider Steplab, through its first Adelaide workshop. PAC has emerged as a strong first-mover in SA in this important domain of continual professional development of teachers. A full year pilot (2025) is now to follow, with nine internal coaches trained in preparation for that.

Work with Dr Bill Rogers continued from 2023, this time with Dr Rogers visiting the College and working with a small group of Pastoral Leaders in policy development pertaining to Behaviour Leadership.

In-house professional development was conducted with a range of external and internal presenters. The vexing issues that confront educators with emergence of Artificial Intelligence bookended the year, beginning with a keynote from two representatives from the University of Adelaide and ending with an Executive Awareness Session just prior to the completion of the year. The Preparatory School delivered a range of full-day immersive work related to direct instruction.

Contributions to external events are readily recognised as valuable professional learning and are well supported. Two members of the Humanities faculty presented at their national teacher conferences in Geography and History respectively; the former enabled through a successful application to the Neil Smart Environmental Education Fund. Many staff are active participants, contributors and office-holders in their Teacher Associations.

International Boys School Coalition (IBSC) continued to offer excellent, boy-focussed professional learning with three School leaders attending the Annual Conference in London, one of whom was enabled to do so as a Brian Webber Fellow. A regular diet of online offerings from the Coalition was consumed by many leaders and managers.

The following table itemises qualifications of teaching staff across the College:

Qualifications of Teaching Staff	% of Staff
Bachelor Degree	98%
Bachelor Degree with Honours	24%
Doctorate	4%
Graduate Certificate	14%
Graduate Diploma	25%
Master's Degree	35%
Undergraduate Certificate	2%
Undergraduate Diploma	13%



# Workforce Composition

In 2024 the College workforce, incorporating the Early Learning Centre, comprised 447 staff, including 276 teachers\* and 171 non-teaching staff. Kent Town Swim employed an additional 32 staff members. The total staffing model was comprised of the following:

Employee Category	% of staff
Teaching Staff**	46%
Early Learning Centre	10%
Boarding Staff	5%
Executive	2%
Non-teaching staff	37%

\* (this included all Prep and Secondary Teachers, Outdoor Educators, Boarding, Library, OHSC and ELC staff)

\*\* (this included all OHSC and School Assistants working directly with students)

At the beginning of 2024 the College welcomed 10 new teachers across the Secondary School, Preparatory School and Early Learning Centre. The College also welcomed the new Deputy Headmaster/Head of Preparatory School, Mr Jon Gelsthorpe, and Mrs Sarah Onions who joined the College as the Director of Admissions.

At the end of the year we farewelled Mrs Elizabeth Tyson as the Director of Human Resources, and Ms Angela Rankine was internally promoted to the position of Director of People and Culture.

In the Secondary School, 2024 saw the introduction of a new pastoral structure with the development of the House system. This new system saw the opportunity for several internal appointments into Head of House roles, as well as Mr Andrew MacGregor as the Head of Senior Years. We welcomed Mr Graham Duffy to the new role of Head of Middle Years.

The Academic delivery continues to be led by the Director of Teaching and Learning, and the Assistant Directors of Teaching and Learning in Preparatory, Middle Years, IB and SACE. In 2024, Mr Corin Bone joined the College in the role of Assistant Director of Teaching and Learning – IBDP. The College also continued to offer academic support to senior students with the Extended Day Study Program.

The Co-Curricular offering continued to grow in 2024, with dedicated Directors or Co-ordinators leading our programs in sport, debating, music, performing arts and a range of other co-curricular activities. A restructure allowed the new position of Learning and Adventure Manager to be introduced in 2024 to support our camps and outdoor education programs at our Scotts Creek Outdoor Centre.

In the operational area the College welcomed Ms Melisha Willington to the role of Project Manager, Building Developments to support major building works across the College including the Preparatory School redevelopment starting in late 2024.

The College currently employs 42% male staff and 58% female. Within the 2024 teaching cohort 47% of the staff were male and 53% female. The College has a healthy blend of age representation across both the teaching and non-teaching staff.

The length of tenure across the College in 2024 was as follows:

Years of Service	% of staff
1-5 years	52%
6-10	21%
11-15	14%
15 plus years	13%

The College again celebrated those employees who have completed 20 years or more service to the PAC community with an event for long-term staff held in November.



# Satisfaction with the College

At Prince Alfred College, nurturing an engaged and inclusive community is one of our Strategic Priorities. We promote a culture of inclusion among all members of our community and we actively work to foster a deep sense of connection and belonging among all members of our community.

During 2024, several consultations were undertaken where we welcomed ideas and suggestions from students, parents, staff and Old Scholars. These included:

- College uniform shop review
- Year 12 Learning Commons student input and feedback
- 2024 Community Survey of parents (every 2 years)
- College Vision and Values consultation
- Regular input and feedback from the Friends of PAC Committee
- Master Plan input and feedback
- Preparatory School redevelopment input and feedback
- Social Media, Technology and Smart Devices Survey
- Princes Men Charter student and staff input and feedback
- Year 12 Leavers' student and parent surveys
- Annual Staff Survey

## 2024 COMMUNITY SURVEY

In March 2024 a Community Survey was independently conducted by MYP Corporation on behalf of Prince Alfred College. The survey was sent to all parents of Reception to Year 12 students. A separate survey with similar questions was sent to ELC parents to garner their input. This report includes the MYP survey results only. Previous Community Surveys have been conducted in late 2021, 2019, 2018 and 2017.

Overall satisfaction with the College was 83%, an increase of 1% over the previous survey. Satisfaction has increased slightly with each survey since 2017 when it was 80%.

Prince Alfred College rated in the 'excellent' range across 13 of 16 Performance Areas measured and 'fair to good' in the remaining 3 Areas. Our best practice areas included 91.6% agreeing that our buildings and grounds are well presented; 88.4% agreeing the resources and facilities at PAC met their needs activities; and 87.8% agreeing that PAC offers students opportunities to be involved in an extensive selection of co-curricular activities.

Prince Alfred College scored ahead of 'Comparable Schools' (schools with 1,001-1,500 students) in all Performance Areas and in all 35 Performance Statements, and 5% ahead on overall sentiment.

Through the custom question capability of the 2024 Community Survey, this became an important consultative tool in the articulation of our College Values of Respect, Excellence, Belonging and Endeavour which were defined in 2024.





# Financial Results Year ending 2024

For the year ended 31 December 2024, Prince Alfred College recorded a consolidated operating deficit of \$640,000, prior to capital donations.

The 2024 financial performance was impacted by a number of ongoing challenges experienced over recent years, including:

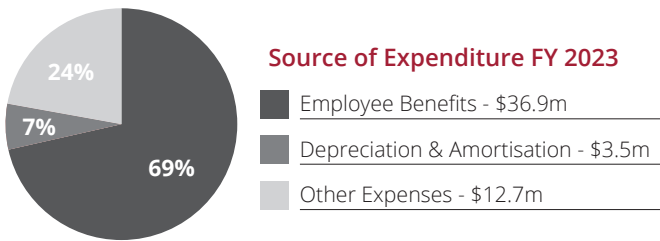
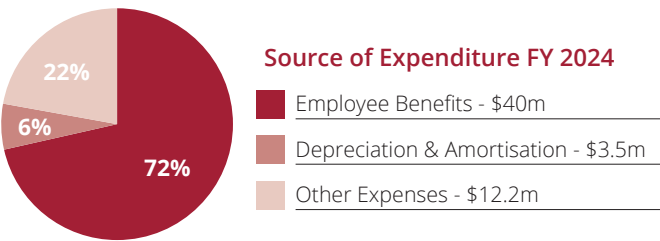
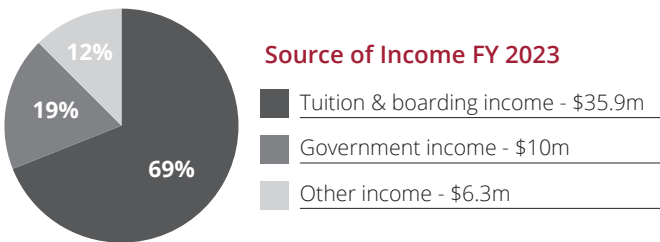
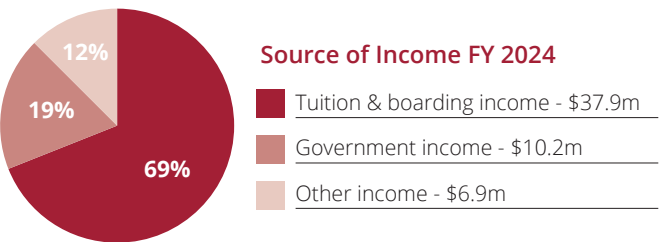
- Although inflation moderated towards the end of the year, the College continued to experience elevated variable costs due to higher-than-anticipated inflation;
- Student enrolments remained strong, though slightly below budgeted expectations;
- Government funding receipts continue to be affected by the phased implementation of the revised funding model, which will be fully realised by 2029.

The College's key financial performance indicator—EBITDA (Earnings Before Interest, Tax, Depreciation, and Amortisation) as a percentage of total income—was 6.3% in 2024, which remains below the College's target of 10%.

**Key Highlights for 2024:**

- Strong performance from the Early Learning Centre and the Kent Town Swim Program;
- Savings achieved through reduced interest costs;
- Continued investment in the College's digital transformation and ICT services;
- Commencement of the Preparatory School redevelopment;
- Upgrades to the College's Music facility.

Despite the challenges faced during the year, the College remains in a strong financial position as it embarks on the delivery of an ambitious capital program over the coming years.







# The Foundation

The Prince Alfred College Foundation was established on 11th February 1974 to 'preserve, develop and maintain the standards and facilities of the College into the future. The first of its kind among independent schools in South Australia, the Prince Alfred College Foundation is an Incorporated body managed by a Board, with various levels of membership based on lifetime giving.

Gifts made to the Building Fund, Annual Giving, as well as other donations, contribute to Foundation membership. An annual program of events, including the Scholarship Morning Tea and Foundation Luncheon, helps foster a connected community.

Over the past 50 years, the Foundation has played a pivotal role in supporting the College and its community. Through scholarships, building development, support for academic programs and other endeavours, the Foundation has not only provided a solid financial footing for the College, but has also created opportunities for generations of boys.

The impact of the Foundation extends far beyond financial contributions. By fostering a culture of philanthropy, compassion, and service, the Foundation has instilled values that go beyond the classroom, preparing students not just for academic success but also for a life of purpose and contribution.

Please scan the QR code for more information about the Prince Alfred College Foundation.







# Endowment Fund

The College established an independent Endowment Fund on 1 January 1981 to manage the existing assets that had been bequeathed to the College in the past, and as a vehicle to manage future bequests. Dequetteville Nominees Pty Ltd is the investment body of the College where funds are held in Trust and invested to benefit the College.

The College Council appoints Directors to the Board of Dequetteville Nominees Pty Ltd.

During the year, there were five Directors of Dequetteville Nominees who were responsible for investing the assets of the Fund on behalf of the College, under the terms of the Investment Policy as approved by Council.

Directors included current Chair of Council, Mr Richard Hockney, past Chairs of Council, Dr Benjamin Tidswell and Mr John Keeves, past Treasurer of the Council, Mr David Sanders and current College Council Treasurer, Mr David McGown.

Dequetteville Nominees Pty Ltd reports monthly to Council at its regular meetings and the accounts are independently audited each year.

The Investment Committee of Dequetteville Nominees meets quarterly to assess the fund performance and review investment markets. The Committee is appointed by the Directors with the approval of the College Council. The Committee operates under the Investment Policy approved by Council.

The Investment Policy outlines investment risk, asset classes, and allocations to asset classes that the Investment Committee should adhere to and is very clear with a strict policy of distributions to the College. Distributions can only occur from reserves which are built up to the extent investment returns exceed CPI when applied to the Endowment Fund asset base.

In this way the corpus of the Endowment Fund remains intact to ensure current and future generations of students benefit from the bequests the College is most fortunate to receive. The Endowment Fund together with the Foundation, has enabled the College to undertake the vast building works completed in prior years. Distributions to the College for the period 2015 to 2024 totalled \$38.3 million.





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