



PRINCE  
ALFRED  
COLLEGE



2023  
Annual Report





# Our purpose

We nurture each boy to develop into young men of character and purpose, who contribute positively to society.

# Our beliefs

At Prince Alfred College, we nurture and develop Princes Men.

Men who are enterprising, know what they stand for and value their roles and contributions.

Men with compassion, who care and support others.

Men with empathy and humility who value diversity, spirituality and the beliefs of others.

Men who form strong and enduring relationships.

Men with a sense of duty, honour and integrity.

Men with courage and emotional strength.

Men with a good sense of humour, confidence and self-reliance.

Men with purpose who will make a positive contribution to society.

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

2023 was a year where the source of our pride lay in the achievements of our boys and staff across so many varied fields of endeavor. The diversity of interest, and skills that exist in our community ensures there is the opportunity for every PAC boy to find a peg on which they can hang their hat.

Considerable time was invested in preparing for the implementation of the new Secondary School Pastoral Framework to better support the wellbeing of our boys. In 2024 The College will be leveraging the House system to support the pastoral care of our boys, and there will be additional human resources made available to improve staff to student ratios. The research that informed this decision sits at the heart of our current strategic plan and helped inform the key decisions associated with this and other initiatives actioned in 2023.

We would like to welcome to the College, Mrs Liza McNally, Director of Marketing and Community Engagement, as a member of the College Executive. Liza has returned home to Adelaide and joined us from a Senior Executive role with SkyCity Entertainment Group in New Zealand, bringing a wealth of experience and strategic capability. Other key appointments in 2023 included Mr Andrew MacGregor as Acting Dean of Students and Mr Simon Costanzo as Director of Property Services both of whom have had an immediate positive impact. Our Head of Preparatory School, Mr John Stewart, announced his intention to return to Western Australia at the end of 2023, with the College commencing the recruitment process for this important position in early Term 3.

One of the key strategic priorities of 2023 was a focus on renewed academic rigor across the College, with the implementation of the Approach to Learning Framework. In the Preparatory School we undertook a review of our Teaching and Learning Program with the intention to engage more heavily with an Explicit and Direct Instruction model in 2024. The review looked at other organisations, the latest research, and we engaged in consultation with key stakeholders.

We were very proud of the class of 2023 who achieved a mean ATAR 85.92 and median ATAR of 90.1. Our SACE cohort should be commended on achieving a median of 88.5 which is amongst our best in the last 20 years. Our IBDP cohort again had an exceptional year, with a median ATAR of 95. Congratulations to the students who obtained 59 merits between them in 2023.

Our enrolment numbers continued to grow in a sustainable way with 1,151 students enrolled in R-12 at the start of 2023, 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 grew closer to pre-covid numbers, which was pleasing to see.

In 2023, the Council and the Executive commenced further planning to prepare for the first stage of the Master Plan. Throughout 2023, consultation was undertaken with key stakeholders in our community which helped inform the decisions of Council. Research into demographic data was also critical to informing the priorities of our building program and we look forward to sharing more information in 2024.

We would like to acknowledge and thank the College Council members for their wisdom, dedication and support, and to thank them for their significant contribution over the course of the year. At the end of 2023, Professor Nigel Bean and Peter Myhill finished their tenure on the Council and we would like to acknowledge their exceptional service over many years. Professor Bean will remain on the Infrastructure Committee and will join the Advisory Committee. The College Council has given considerable thought and time to succession planning and in doing so have prioritised, through the recent appointments, the skills identified in the Council Skills Matrix to ensure the College continues to benefit from a talented and dedicated group of Council members who lead our College.

Our 2023 Secondary School leaders, Archie McEwen (College Captain), Henry Smart and Jack Dundon (Vice-Captains), and the Preparatory leaders Hugo Mittiga (Captain) and George Karas (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 2023, 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







# 2023 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 (from August 2023).  
Mr Peter Myhill served as the Representative for the first half of 2023.

*Chair:* Mr Richard F Hockney

*Deputy Chair:* Mr David McGown

*Treasurer:* Mr David T Sanders

*Headmaster:* Mr David Roberts

*Members:* Professor Nigel G Bean

Mr David Henchcliffe

Mrs Sophie Rayner

Dr Janet Young



*College Council*  
*Back row (l to r): Sophie Rayner, Nigel Bean, Brian Kennelly, David Henchcliffe*  
*Front row (l to r): David Roberts, Richard Hockney, David McGown, David Sanders, Janet Young*

# 2023 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:* Professor Nigel Bean

*Members:* Mr Peter Duffield, Mr Jayson Gough, Mr David Henchcliffe,  
Mr Craig Nicholls, Mr Steve Bacon, Mr Daniel Goldsworthy,  
Mr David Roberts

*Minutes Secretary:* Ms Nicki Paterson

## FINANCE AND AUDIT

*Chair:* Mr David Sanders

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

*Minutes Secretary:* Mr Craig Tasborski

## RISK AND COMPLIANCE

*Chair:* Mr David Henchcliffe

*Members:* Dr Jayme Bennetts, Ms Anne-Louise Heim, Mrs Sophie Rayner,  
Dr Janet Young

*Coordinator:* Mr Ming Chen

*Observers:* Mr Steve Bacon, Mr Greg Atterton

*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 Nicholas Heard, Mr Thomas Huxtable,  
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 2023 is summarised in the table below:

Year Level	% Attendance
Reception	95.15%
Year 1	92.41%
Year 2	94.74%
Year 3	94.25%
Year 4	91.53%
Year 5	93.09%
Year 6	90.82%
Year 7	92.17%
Year 8	90.60%
Year 9	92.24%
Year 10	91.76%
Year 11	91.33%
Year 12	90.76%
Whole School	92.37%



# NAPLAN Testing

In the NAPLAN testing in 2023, the College mean scores were strong for all students in all areas. The overall results in the 2023 NAPLAN testing, along with numbers of students absent or withdrawn from testing is shown in the following table.

In 2023, NAPLAN standards changed from percentage ratings to the following descriptors: ‘Needs additional support’, ‘Developing’, ‘Strong’ and ‘Exceeding’.

**Students at or above national minimum standard:**

	Year 3	Year 5	Year 7	Year 9
Reading	Strong	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	0	2	1
Writing	1	0	1	0
Spelling	1	0	1	0
Grammar & Punctuation	1	0	1	0
Numeracy	1	1	2	1

**Withdrawn:**

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





# Year 12 Results

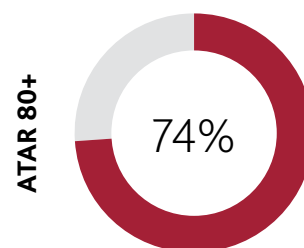
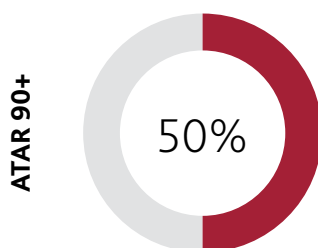
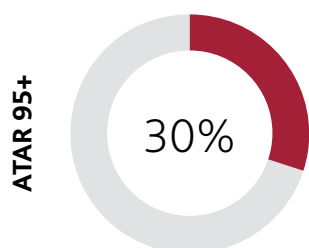
Congratulations to our 2023 Year 12 cohort on their outstanding results. We have been delighted with the dedication and effort of the cohort as they worked diligently to achieve highly commendable results across a broad range of subjects.

Congratulations to our College Dux, Jack Dundon (SACE), who achieved a perfect ATAR of 99.95 with 3 subject merits and 2 HDs in his university subjects; and to our Proxime Accessit, Don Bui (SACE), who received an ATAR of 99.90 and achieved 3 merits.

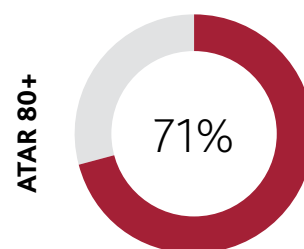
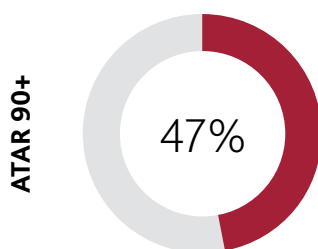
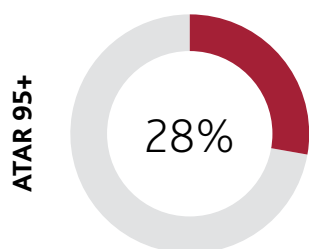
30% of students received an ATAR of at least 95 and we inducted 44 in the College 'Over 95' club. The cohort's median ATAR was 90.1.

59 Merits + 8 University HDs (University of Adelaide Headstart program) were obtained by our cohort. Prince Alfred College continues to maintain our position as one of Australia's leading boys' schools which has again delivered exceptional results across both the IBDP and SACE.

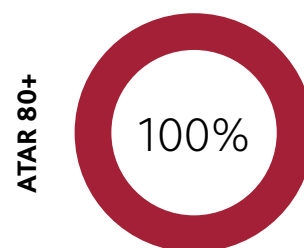
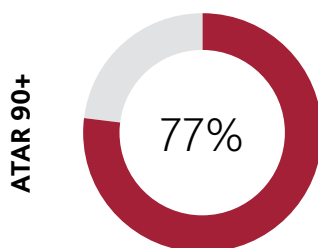
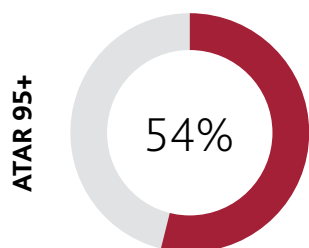
## SACE and IBDP combined ATARs



## SACE ATARs



## IBDP ATARs







## 2023 YEAR 12 POST SCHOOL DESTINATION DATA

Course	Number of Students
Agricultural Science	2
Architecture / Design / Contemporary Art	5
Aviation	1
Business / Commerce / Finance / Economics / Marketing (as part of Business degree)	38
Construction Management	1
Education / Teaching	2
Engineering (inc. pathways / flexible entry options)	17
Health Science including Human Movement, Outdoor Education	3
Information Technology / Computer Science	4
International Relations	2
Law / Legal	15
Marketing / Communication / Media / Journalism / Creative Industries	3
Maths	2
Music	1
Medicine / Dentistry / Medical Radiation / Paramedic / Medical Science	17
Physiotherapy	8
Psychology / Social work	1
Science (General, Biotechnology, Enviro, Vet and Advanced)	2
<b>TOTAL offers</b>	<b>124</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. Professional development is enabled by annual operating budgets and a number of endowments, principally the Brian Webber Fellowships and the Max Lawton Boys Education Fund.

The second strategic theme of the 2021-2024 Strategic plan namely, “Research-informed education” drove teacher professional development in calendar 2023. The 2023 Max Lawton fund allocation enabled sixteen senior staff and leaders to attend a weekend immersion in early March, in Victoria. ResearchED (putting actionable research in the hands of teacher practitioners) and instructional coaching were prominent themes for this experience, coupled with a range of school visits across the weekend. A 16 member Project Group was established thereafter. This group is to evaluate and consider models for the implementation of instructional coaching for teaching staff within the College and commenced trials in October.

Significant Communities of Practice within the College provided hundreds of hours of opt-in, in-house, collaborative professional learning. The most substantial of these was enabled by one of the successful Brian Webber Fellows, who lead the engagement of over 20 staff with the behavioral leadership theories of Bill Rogers.

Six full days of in-house professional development were held, with a range of external and internal presenters. National Conferences were attended as follows: by multiple members of the Science Faculty, held in Adelaide, a member of the Performing Arts Faculty in Hobart, and the College’s Head Librarian in Queensland and two Preparatory School representatives attended the Child and Adolescent Mental Health Conference, also in Queensland. Further, the College hosted a conference for Middle-Years language teachers from across the state, this event being the work and culminating event of a 2022 Brian Webber Fellow.

The College’s relationship with the premier global alliance of boys’ schools, the International Boys School Coalition (IBSC) continued, with three School leaders attending the Annual Conference in Auckland; with an additional delegate in attendance for the completion of their 16-month Action Research program with the IBSC.

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

Qualifications of Teaching Staff	% of Staff
Bachelor Degree	98%
Bachelor Degree with Honours	18%
Doctorate	1%
Graduate Certificate	9%
Graduate Diploma	31%
Master’s Degree	35%
Undergraduate Certificate	8%
Undergraduate Diploma	9%

# Workforce Composition

In 2023 the College workforce, incorporating the Early Learning Centre, comprised 420 staff, including 280 teachers\* and 140 non-teaching staff. Kent Town Swim employed an additional 36 staff members.

The total staffing model was comprised of the following:

Employee Category	% of Staff
Teaching Staff**	50%
Early Learning Centre	10%
Boarding Staff	5%
Executive	2%
Non-teaching staff	33%

\* (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)

The growth in numbers of teaching staff continued to reflect strong enrolment figures and the number of specialists in subject areas. The College welcomed 12 new teachers at the commencement of 2023: 5 joining the Preparatory School and 7 in Secondary School, having had 12 depart the College at the end of 2022. We also welcomed Ms Liza McNally as Director of Marketing and Community Engagement.

At the commencement of 2023, there were several internal promotions within our teaching cohort. These included in the Secondary School, Mr Andrew MacGregor appointed as Acting Dean of Students and Ms Lisa Roe as Assistant Director of Teaching and Learning SACE. In the Preparatory School, Mrs Fiona Howat was appointed Inclusive Education Co-ordinator, Mrs Bonnie Dawson, Team Leader, Mrs Lisa Lacy as Numeracy Co-ordinator and Mr Tom Hunter as Literacy Co-ordinator. These appointments are indicative of the talent of our staff - their commitment to professional development to ensure readiness to take on additional responsibilities and also to sound workforce planning from leadership.

Additional specialist sports coaches, music and performing arts tutors are engaged by the College to support the delivery of the co-curricular program. In 2023 the College introduced the new

role of Head of Athletic Development and Performance to further support all students.

The College continues to offer specialist positions to support the academic and pastoral care of all students. The curriculum delivery is led by Director of Teaching and Learning and supported by dedicated Assistant Directors of Teaching and Learning in Preparatory, Middle Years, IB and SACE. In 2023 a model to have Academic Tutors available to deliver additional study support to senior students outside of core teaching hours was implemented. The Preparatory School also has dedicated Numeracy and Literacy Co-ordinators to support curriculum delivery. Our pastoral care structure includes a dedicated Dean of Students, Year Level Co-ordinators and the role of Deputy Head of the Preparatory to oversee the design and delivery of all pastoral care programs.

The College employs dedicated counselling support in the Preparatory and Secondary schools. In 2023 our Chaplains continued to provide support services at the Wambana campus.

The College currently employs 44% male staff and 56% female. Within the 2023 teaching cohort 48% of the staff were male and 52% female. The College has a very healthy blend of age representation across both the teaching and non-teaching staff.

The length of tenure across the College in 2023 was as follows:

Years of Service	% of Staff
1-5 years	41%
6-10	25%
11-15	19%
15 plus years	15%

The College again celebrated the tenure of our committed long-term staff with an event in October 2023 – recognising those who have completed 20 years or more service to the Prince Alfred College community.



# Satisfaction with the College

## STUDENT SATISFACTION

The 2023 Year 12 Student Leaver Survey was again independently run by MYP Corporation. We received 67 completed student surveys, representing a 43.5% response rate, with an overall satisfaction score of 77% (down 3% on 2022).

Students rated the following Key Areas of the College in the 'excellent' range: the co-curriculum, resources and facilities, the learning environment, our teaching standards, student engagement and Values + Culture. Our best practice areas included 95.5% agreeing that PAC offers students opportunities to be involved in an extensive selection of co-curricular activities; 88.1% agreeing that our buildings and grounds are well presented; 88.1% agreeing the resources and facilities at PAC met their needs and 85.1% agreeing staff are accessible and open to student concerns. Overall, 88% of students agreed that, at Prince Alfred College, each student is encouraged to achieve to the best of their ability (up 6% on the year prior).

## PARENT SATISFACTION

The 2023 Year 12 Parent Exit Survey indicated that overall satisfaction was 85% (up 2% on 2022). There were 117 completed parent surveys, representing a 43% response rate. Parents rated the College as 'excellent' across all 17 Performance Areas surveyed. In 2023 average satisfaction was 7% higher than those from comparable schools (those with 1,001-1,500 students) and PAC scored ahead of comparable schools in all 35 performance statements.

In 2023, 94% of parents agreed that Prince Alfred College's values are reflected in the behaviour of staff and boys, 94% agreed the College has a very welcoming and supportive culture, and 91.4% agreed that each student is encouraged to achieve to the best of their ability. Pleasingly, in all practice areas, the College continued to achieve a satisfaction score above 4/5, indicating an 'educator of choice' in all areas assessed.



# Financial Results Year Ending 2023

The Prince Alfred College consolidated operating surplus for the year ending 31 December 2023, was \$1.01m, after allowing for depreciation and amortisation costs of \$3.5m. Operating revenue increased by 9% to \$52.12m, arising from increased enrolments, fee increases and improvement in other trading income.

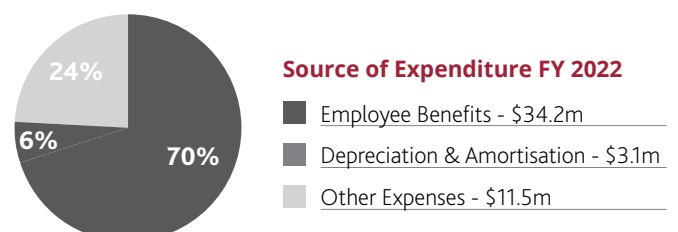
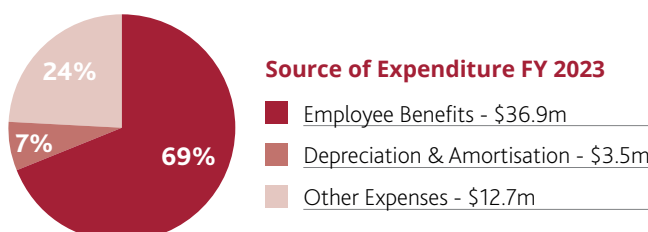
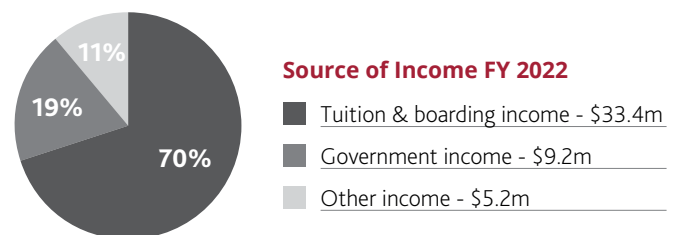
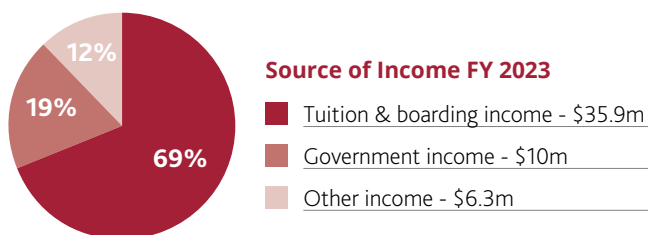
The 2023 result was impacted by a number of factors:

- Persistent inflation continued to impact our variable operating costs. This continued the trend from 2022. Whilst inflation softened towards the end of the year, we continued to see increased costs relative to budget.
- Enrolments remained strong in 2023 however there remained an unfavorable variance to budget which was based on a lower increase in enrolments than expected.
- As we continue our transition to the new Government Funding Model we continue to see a small reduction in our per capita funding. This will continue through to 2029.

Highlights for the 2023 financial year included:

- Continued strong student enrolments.
- The performance of the Early Learning Centre.
- Savings on interest costs.
- The implementation of the new HR and Payroll Platform.
- The development of the new Park 9 facility along with upgrades to teaching spaces within the College.

The College remains in a strong financial and enrolments position supported by strong financial governance.







# The Foundation

The College established the Foundation on 11 February 1974 to assist the College to maintain or acquire land or buildings, and attract and encourage bequests and gifts. The Foundation is an Incorporated body managed by a Board and has various membership levels to reflect levels of donation.

The Foundation has also established the TG Waterhouse Society in recognition of living bequest donors and continues to actively promote this form of philanthropy, though most bequest enquiries remain confidential to donors.

The Foundation Scholarship Fund was established by a Trust Deed and its committee award scholarships and oversee management of perpetual funds in conjunction with the Endowment Fund.

The Foundation also has a relationship with the Australian Sports Foundation for gifts to sport projects, and with the Australian Universities & Schools USA Foundation which enables philanthropic gifts from members of the College community located in the United States of America.

In 2023, the College published its second Impact of Giving Report, celebrating the transformative impact of philanthropy across all areas of College life.



# 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 four 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 and Investment Charter as approved by Council.

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

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 Investment Committee consists of each of the Directors and two independent investment professionals. The Committee operates under the Investment Charter approved by Council. Dequetteville Nominees Pty Ltd reports monthly to Council at its regular meetings and the accounts are audited along with the College financial report each year.

The Investment Policy approved by Council 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. Capital donations for the period 2014 to 2023 totalled \$40.5 million.





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