

SCHOOL BOARD  
**ANNUAL REPORT**

MAY 2024



**HILLBROOK**

IN BALANCE WE GROW



## THE ESSENCE OF HILLBROOK

### OUR MOTTO

In Balance We Grow

### OUR MISSION

To empower young people to make a positive difference.

### OUR VISION

To open minds, inspire hearts and nurture dreams.

### OUR PURPOSE

Hillbrook lives to shape good humans that contribute to a better world by developing students who are:

- Compassionate, ethical and creative thinkers with a sense of curiosity, wonder and hope.
- Able to demonstrate core academic knowledge and skills.
- Prepared for a productive, fulfilling, well-balanced life.
- Appreciative of their own and others spirituality.
- Culturally and globally active.

## About Us

Hillbrook is a co-educational high school founded in 1987 by teachers and parents.

The school is owned and run by teachers, parents and friends of Hillbrook who are invited to become members of Hillbrook Anglican School Limited, and the School Board is elected from these members. This structure provides teachers and parents with significant responsibility for the strategic direction of the school.

Hillbrook provides our teachers and students with an open, inclusive and collaborative environment that fosters inquiry, innovation and creativity.

Through our commitment to social, economic and environmental sustainability, we aim to develop our students to become informed and active local, national and global citizens.

## Our Beliefs

These underpin the culture of our community and guide us in our decision making and in our work with our students:

### GROWTH

All who come to the school – students, staff, and parents will grow in ways that reflect the many dimensions of what it means to be human.

### BALANCE

A dynamic balance of expectations, learning experiences, commitments and behaviour characterises daily life at Hillbrook, as expressed in our motto 'In Balance We Grow'.

### INCLUSION

Staff and students have the right to belong and the responsibility to contribute to our community as their talents and interests dictate.

### LEARNING

Hillbrook is founded on an inclusive focus and balance of the academic, social, spiritual and physical aspects of our development as human beings and facilitated by four themes:

- Thinking Centred
- Teaching and Learning
- Adolescence
- Community

### ANGLICANISM

As Anglicans, we approach spirituality as a journey – through a creative balance of scripture, tradition, reason and experience.

## ACKNOWLEDGEMENT OF COUNTRY

Our Hillbrook community would like to acknowledge the Traditional Custodians of the Lands where we live and learn, the Turrbul, Yaggera and Ugurapul people, whose cultures and customs have nurtured and continue to nurture this place we call home. This Land is, was and always will be, Aboriginal Land.

We honour all those who were part of the Enoggera Boys' Home and acknowledge their connection with the Land on which our school stands.

We pay our respects to those who have come before us, and express our hope for a positive shared future.

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## 1.1 | A word from the Acting Principal

It is with great pleasure that I introduce our Annual Report for 2023-2024.

I would like to begin by acknowledging the outstanding contributions and accomplishments by our Class of 2023. While farewelling our Year 12s can be a bittersweet occasion, it is always a joy to hear about their incredible achievements. We are proud to announce that 113 of our 116 students ended the year as ATAR eligible, and 2 students received an ATAR of 99 or above. It was also wonderful to hear that 56 of our students received early tertiary offers.

We were excited to welcome four of our 2023 graduates back to Hillbrook at the beginning of the year to give our staff an update on their post-Hillbrook plans, as well as reporting on the pathways of some of their peers. From university degrees to apprenticeships, we were delighted to hear about the journeys they will venture into this year.

Coming together as a community is an important part of life at Hillbrook, and we have been fortunate to have been able to welcome families onto campus at several events this year. From Open Days, to our Year 7 Welcome Chapel & BBQ, Parent Student Teacher Meetings and events hosted by *Parents.Learning & Parents.Connect*, we always cherish the moments that we get to spend together. A highlight of Term 1 was presenting our 2024 musical, *Strictly Ballroom*, and we congratulate the talented cast, musicians and crew of over 150 students and staff who worked tirelessly to present such a fantastic show.

Our Outdoor Education program continued to be a highlight for our students, teaching lessons that cannot be learned in the classroom. Our program continues to provide valuable experiences to contribute to the balanced education we offer at Hillbrook.

Circular Economy has continued to be a focus area at Hillbrook, with the Sustainability Committee and student-led Environment Club leading the way with some important initiatives. The Environment Club

hosted two Recycling Rampage events, diverting many hard-to-recycle materials from landfill, and we partnered with organisations such as Stationery Aid and BlockTexx to provide opportunities to recycle old uniforms and stationery supplies.

We have continued to strengthen our relationships with First Nations communities, and we were proud to develop a musical Acknowledgement of Country with the support and assistance of singer-songwriter and South Sea & Yuwi Burra descendant Waveney Yasso. The piece debuted at our Celebration Evening, and will continue to be performed at special ceremonies in the future.

I would also like to take this opportunity to thank our staff who are committed to creating a safe, open and inclusive environment for our Hillbrook community. We also believe the partnership between parents and staff is paramount for our students to succeed, and we are grateful for our wonderful parent volunteers who give their time to support the success of our school. Community is far more than just a word at Hillbrook; it is a key aspect of our culture, and we look forward to continuing to foster this across the coming years.

I would like to finish by honouring our dear friend and colleague Maria Woods, a woman whose vibrancy, compassion and strength will always leave an indelible mark in the hearts of our community. Maria made a poignant impact on our students and staff, and we are grateful for the time that she spent with us. We will continue to honour her legacy, and cherish the memories that she gave us.

Our 2023/2024 year has been both challenging and rewarding, and I will always find comfort in seeing our community come together during times of joy and hardship. We look forward to sharing a positive future together and continuing to provide a safe and collaborative environment for our students.

**Mark Herriman, Acting Principal**

# 1.2 | The Year in Review



**1000**  
Awards



**\$22,000**  
Raised for charity



**94%**

Year 12s received  
Tertiary offers



**1**

Archbishop  
Badge



**6,500**

Community  
hours



**5,500**

Camps and OE activity days



## 1.2 | The Year in Review

### Student Achievements

- 2 students received an ATAR of 99 and above
- 18 students received A's across their top 5 subjects
- 1 student received 100% for 1 subject in their external exams
- 14 students received 100% in external exams
- 3 students studied and completed Certificate qualifications in Music and Hospitality
- 56 students received early QTAC offers
- 1 of our students completed a university subject while studying Year 12 and received a High Distinction
- 94% of Year 12, 2023 students received an offer at University (79% received their first preference)
- 196 Chair of the School Board Awards (Semester 1 & Semester 2 2023)
- 94 Endeavour Awards for 2023
- 313 students received Excellence Awards for 2023 in at least one subject
- 390 Commitment & Outstanding Commitment Awards
- 1 Year 12, 2023 student received Special Recognition and the Archbishop Medal for receiving a Chair of the School Board award for every Semester at Hillbrook
- 7 Bronze and 5 Silver 2023 Duke of Edinburgh Awards
- 1 Year 7 student awarded the 2023 Principal's ICAS Award for Digital Technologies and Science
- 1 Year 8 student awarded the 2023 Principal's ICAS Award for English
- 1 Year 8 student awarded the 2023 Principal's ICAS Award for Mathematics
- 1 student received a High Distinction for the Design-thinking for the Built Environment Unit within the START QUT program
- 35 students completing a Certificate 2 or 3
- 2 students awarded QUT Year 12 Engineering Awards
- 1 student awarded QUT Dean's Award for Engineering
- 3 students awarded in the National Titration Competition (Chemistry Award)
- 1 student awarded Highly Commended in the 2023 Brisbane Portrait Prize
- 6 debating teams made it to the QDU Finals Round
- 1st place for Year 7 Readers' Cup
- 2nd place for Year 8 Readers' Cup
- 3rd place for Year 9 Readers' Cup
- 1 student received the Australian Scout Award
- Over 5,500 student days in the field participating in Outdoor Education camps and activity days
- 14 students participated in Regional, State or National competitions for Cricket, Fencing, Hockey, Basketball, Baseball, Swimming, Track & Field, Bouldering, BMX, Orienteering and Netball
- 28 music concerts held
- 37 music assembly performances
- 30 cocurricular music ensembles rehearsals held each week
- Hillbrook students featured as guest performers in Brisbane City Council events including City Hall concerts, Bands in Parks program and Australian Citizenship ceremonies
- 34 students participated in the State Honours Ensemble Program
- 1 student participated in the Australian Honours Ensemble Program



## Whole School Achievements

- Hosted 2023 Junior Philosothon – attended by 75 students from 9 Queensland primary schools
- 1 staff member presented at the EduTech conference, the AI in Education conference and the BEAQ conference in 2023 and the Curriculum Leaders Conference in 2024
- Philosophers in Residence program hosted Professors Daniel Nolan and Sara Bernstein, providing PD and Inquiries for students, staff and parents
- 1 staff member shortlisted for the TEACHX 2023 Awards

## Community Initiatives and Achievements

- Community Action Program – 2400 hours of volunteering by 130 students
- Smith Family Readers – 700 hours by 21 students
- Z Club successfully delivered 4 projects
- 4 staff members participated in the Live Like Her challenge, raising over \$11,000 for the Forgotten Women
- Started Crochet Club and donated baby blankets made by students and staff to the Domestic Violence Action Centre
- Conducted a Dignity Drive and donated over 250 period products to Share the Dignity
- IWD Breakfast attended by over 70 parents, staff and students, plus concert during lunch, raising over \$600 for UN Women Australia
- 13 students participated in World's Greatest Shave and raised over \$11,000
- \$2,483 raised for charity from SRC Executive initiatives on Valentine's Day and Yellow Day
- 4 parents participated in the Parents Outdoor Program Brisbane Valley Rail Trail
- Sustainability
  - Creek Revegetation – 400 hours
  - Full 660L dumpster of unwearable uniforms sent to BlockTexx for recycling
  - Completed Hillbrook's third send off to Bread Tags for Wheelchairs
  - Finalist for the WasteSMART Schools Award
  - Hosted 2 Recycling Rampage events
- 79 donations of blood or plasma from the Hillbrook Lifeblood Team
- Successful Trinity Pantry annual Food Drive
- 40 staff and students participated in the Myeloma Australia 'My Greatest Walk', raising \$8,000



# 1.3 | School Board Membership 2023/2024

The work of the Board this year centred on:

Strategic Direction  
Planning 2024-2026

Commitment to  
Circular Economy

Compliance and  
Risk Management

## 2023/2024 School Board Members

### Class A Members

Mr Andrew Devenish  
Mr Matthew Flinders  
Ms Vicki Hansen  
Mrs Judith Nagle  
Mr Glenn Stevenson

### Class B Members

Mr David Marsland (Chair)  
Ms Carmen Jenkinson (Deputy Chair)  
Mr James Gamblin  
Ms Erzsi Suranyi

### Principal (ex officio)

Mr Mark Herriman

### Company Secretary

Mr Brent Durham



## 2.1 Hillbrook Enrolment Trends

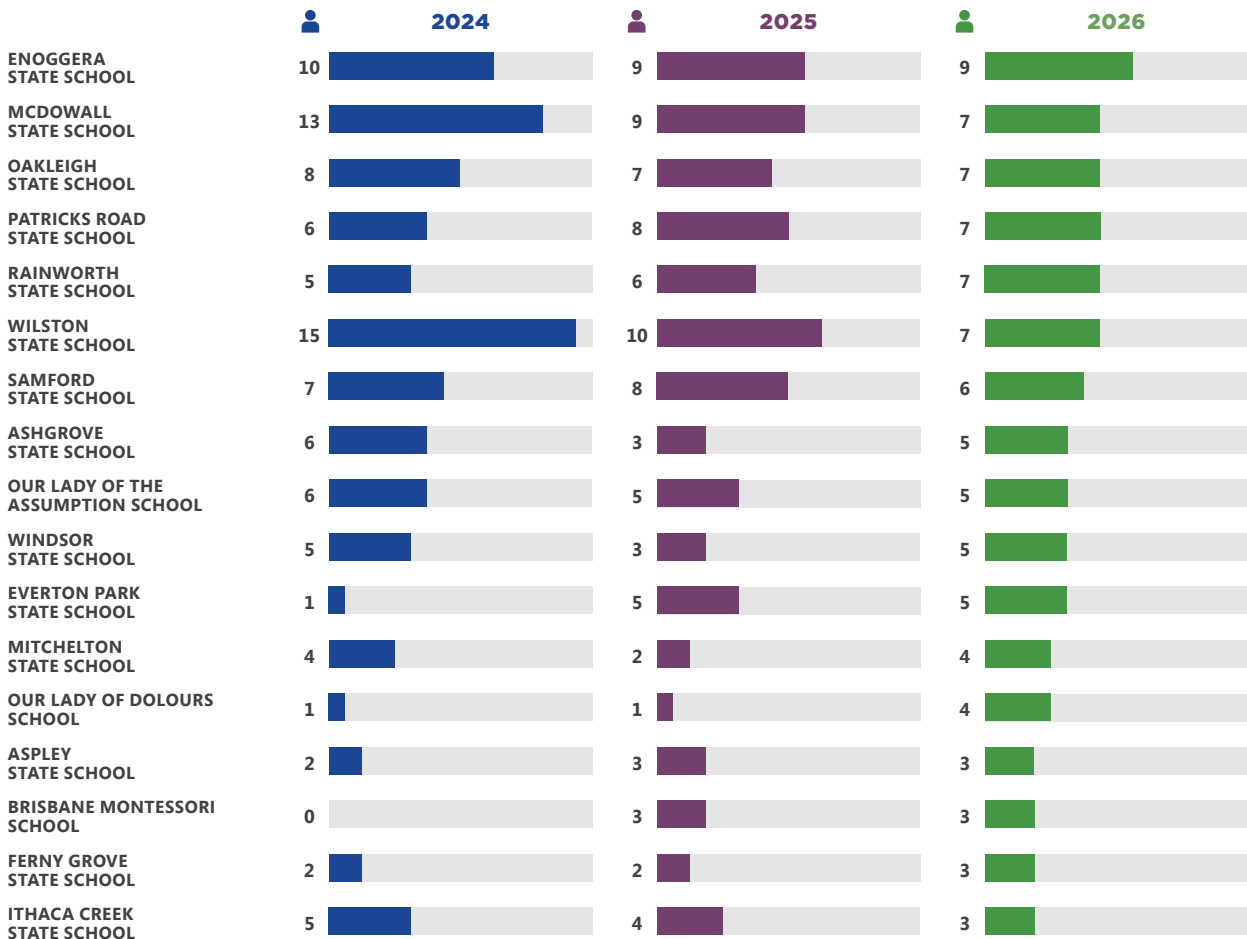
Enrolment applications for Hillbrook continue to be above the national and state growth rates in the independent sector.

Our forward enrolment applications are very healthy and we believe this is a strong indication of the confidence in Hillbrook across the wider community.

### Top 10 Catchment Suburbs

2024 Current Cohort: 891	% of total enrolments	2025/2026 Confirmed Enrolments: 287	% of total enrolments
Ashgrove	8%	Mitchelton	10%
Alderley	8%	Ashgrove	8%
Mitchelton	7%	Bardon	6%
Enoggera	6%	Ferny Hills	5%
Fig Tree Pocket	6%	Alderley	5%
The Gap	6%	Enoggera	5%
Bardon	4%	Grange	4%
Everton Park	4%	Everton Park	3%
Grange	3%	The Gap	3%
Bridgeman Downs	3%	Bridgeman Downs	3%

### HILLBROOK'S FEEDER SCHOOLS



## 2.2 | Student Numbers and Enrolments

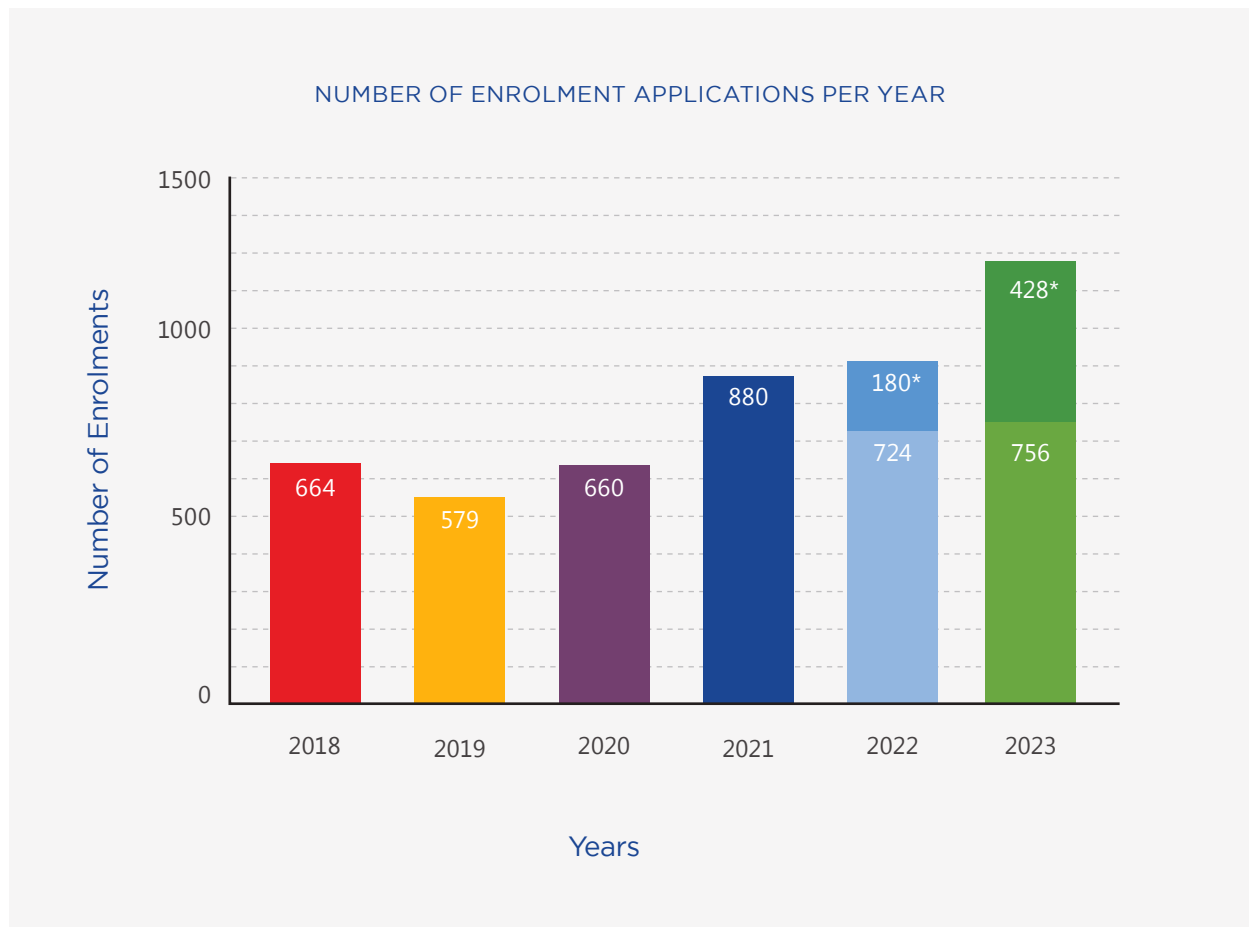
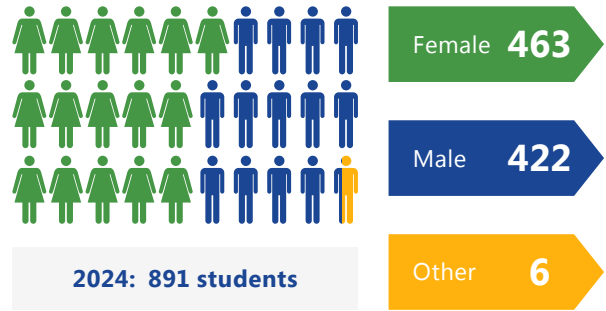
At the beginning of 2024, we welcomed a new cohort of 150 Year 7s. This year marks the first year that all year levels total 150 students.

Along with the 150 Year 7 students, we welcomed a total of 21 new students into Years 8-11 over the last 12 months. Future enrolments remain strong into the next decade.

### FUTURE YEARS OF FULL ENROLMENT



KPI: >5 years of 150 students  
As at May 2024: 9 years



\*Number of families waiting to lodge an application from 1 Jan 2023 – 31 Dec 2023.  
Year 7 2024, 2025, 2026, 2027, 2028 and 2029 applications closed

## 2.3 | Student Retention

One measure of satisfaction with Hillbrook is the student retention rate.

This rate has steadily increased over the last seven years and is now stable over the 80% mark. This is very high in comparison to other independent schools.



**2023 – 81.81%**

## 2.4 | Make-up of Independent Schools

Hillbrook is one of 24 Anglican Schools operating in Queensland.

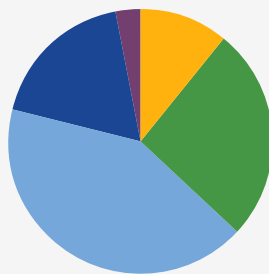
Unlike other educational sectors, the majority of independent schools operate autonomously. These schools do not rely on central bureaucracies or bodies, and are separately accountable to their parent and school communities. All independent schools comply with state and federal education regulations and standards.

As you can see below, most independent schools are moderate sized, as is Hillbrook.

SIZE OF INDEPENDENT SCHOOLS

**570 students**  
is the average size of  
independent schools

**388 students**  
is the average size of  
a government school



**11%** with less  
than **50** students

**26%** with **50-199**  
students

**42%** of schools have  
**200-999** students

**18%** of schools  
have **1,000-1,999**  
students

**3%** or 31 schools  
with **2,000** or  
more students

Source: ISA Snapshot 2023

## 3.1 | Hillbrook Committees

Our focus continues to be on student learning, and the following committees lead the way in regard to the development of our students and community in fulfilling our strategic initiatives:

### Campus Development

**Chair:** Brent Durham

**Mission**

*Promoting and planning for future developments of the School's campus and resources, which enhances community learning or social spaces and engagement with sustainable practices.*

**Achievements**

- Successfully completed flood rectification works to the Recreational Centre in February 2023.
- Completed new staff amenities for D Block and refurbishment of staff preparation rooms.
- Planning undertaken for major upgrade to the School's IT server environment, Wi-Fi and network equipment.
- Installed new main server room to G Block to ensure continuity of IT services and limitation of system downtime.
- Procurement of energy efficient lighting for refurbished classrooms and the performing arts complex, which achieved substantial consumption and energy demand reductions.
- Signed new contract for external waste removal company providing new initiatives and practices in sustainable waste removal for the School.
- Conducted a review of the energy consumption and operation of the School's air conditioning systems including operating parameters and functionalities to ensure energy efficiencies are achieved.

- Began investigation of options for energy storage via batteries and EV charging stations to manage energy load shedding.
- Upgraded Recreational Centre AV equipment and completed installation of a new projection screen as part of flood rectification works.
- Planning undertaken for further upgrades to CCTV, security and building access systems.

### Community Engagement

**Chair:** Mike Gillard

**Mission**

*Schools are the hub of communities. Community collaboration within an education context is most effective when external sources (parents, industry leaders) complement our curriculum.*

**Achievements**

- Established successful partnership agreements with Southpine Touch, Bio Beach Volleyball, Queensland Ultimate and Moreton City Excelsior FC. These agreements are essential to the success of our physical recreation pathway, North Brisbane Interschool Sport. 1000 Hillbrook students accessed this program in 12 months.
- 130 Year 11 students completed a combined total of 2400 hours of volunteering in the wider community.
- Provided over 60 extra-curricular activities through Project Active to promote connection between students, staff and wider community organisations.



- Partnered with the Anglican School Commission and continued collaboration of Indigenous Games Festival, helping to structure and set up the 2024 event hosted by St Margaret's.
- 150 students have visited Minjerribah, working with traditional owners to deepen their understanding and connection to country.

## eLearning

**Chair:** Miriam Scott

### Mission

*We realise the importance of preparing our students for leadership in an increasingly complex digital world. Therefore, learning at Hillbrook is underpinned by engagement and efficient use of technology. The intent is to provide a dynamic flexible learning environment to:*

- Enhance digital literacy
- Ensure active and discerning use of technology
- Allow for personalised learning
- Represent deeper and richer learning opportunities
- Reflect how students learn outside of the classroom

### Achievements

- Established staff and student focus group for AI integration.
- Initiated Generative AI in classroom teacher PD.
- Developed a digital microskills list for teachers.
- Formulated software acquisition process.
- Collaborated on school-wide systems and device review in collaboration with SLT and ICT.

- Identified essential LMS features for teaching and learning.
- Initiated Apple Classroom and Mac proficiencies teacher PD.
- Assessed and recommended LMS options to SLT.

## HALT

**Chair:** Nicole Tate

### Mission

*To improve the collective efficacy of teachers and administrators, by investigating and implementing strategies aligned with the HAT and Lead descriptors, to enable collaboration, proactive, responsive, and reflective action that improves teaching and learning at Hillbrook.*

### Achievements

- Continued to support teachers wishing to pursue HALT despite ISQ's decision to step away from certification of HALT accreditation and the process of QCT taking over the role not yet finalised.
- Formed working groups during meetings to allow accredited teachers to guide those seeking accreditation.
- Expanded the committee to welcome teachers in early stages of professional accreditation, i.e. teachers moving from provisional to full teacher registration.
- Registered the chair of the committee, Nicole Tate, for the 2024 AITSL HALT Summit.



## Philosophy Matters

**Chair:** Jason Sharland

### Mission

*To form a community of thinkers and practitioners keen to continue and extend the quality and influence of Hillbrook's Philosophical Inquiry Years 7-10 course, within and beyond Hillbrook.*

### Achievements

- Celebrated the 8th year of Philosophy Matters.
- Successfully hosted the Junior Philosophon for the third year, with 75 students from nine primary schools.
- Total of 595 teachers trained in the PI Introductory Course, including six new schools.
- Total of 55 teachers trained in the PI Advanced Practice Course.
- Developed new 'intermediate' training modules
- Hosted a Dialogues@School program.
- Provided ongoing support for teachers from Philosophy Matters member schools.
- Hosted two Philosophers in Residence – Professor Daniel Nolan and Professor Sara Bernstein.

## Student Wellbeing

**Chair:** Kerrin Holland

### Mission

*To lead the whole school response to the Student Wellbeing Framework by nurturing a culture of shared concern, collective responsibility and consistent response.*

### Achievements

- Developed *Response to Harassment & Bullying at Hillbrook Flowchart* to notify and respond to behaviours that are disrespectful, harmful and of a bullying nature. Flowchart shared with students through the diary, Year Level Assemblies and displayed on screens around the school.
- Inclusion in PSD Program across all year levels, focused whole school, year level and HC activities.
- Supported new (and all) staff with their journey to promote wellbeing within the Hillbrook community, helping direct them to appropriate documents, the Student Learning & Wellbeing Tile updated regularly.
- Worked with Year 10, 11 & 12 student focus group looking at Home Classes at Hillbrook – what worked well? What could be done differently?
- Continued focus on building connection – a variety of lunchtime clubs, HC activities, Year Level activities.



## Sustainability

**Chair:** Damian Larkin

### Mission

*"Local solutions to global issues" and "from little things, big things grow" guide our approach to sustainability.*

### Achievements

- Approximately 400 hours volunteered by the Creek Revegetation Team.
- Sent a full 660L dumpster of unwearable uniforms to Blocktexx for textile recycling. The Environment Group worked for 5 hours to decommission the uniforms before sending them off.
- Many resources that were taking up car parks in the D Block car park were relocated through Freecycle.
- Implementation of a recycling hub in the shelving of D Block car park for staff and students to recycle difficult items such as blister packs, old shoes, make-up containers, light bulbs and toothpaste containers.
- Removed the landfill bin from the staff lunch room, leaving only a small container for items that people do not know what to do with.
- Organised the purchase of sustainable versions of items that cannot go in the other bins, e.g. cloths for cleaning and non-compostable baking paper.
- Hosted a visit from a Parent Group from local primary schools who wished to learn more about the sustainability initiatives of Hillbrook.

## Teaching and Learning

**Chair:** Wendy Carl

### Mission

*Our mission is to advocate, participate in and lead strategies to support high quality professional learning opportunities.*

### Achievements

- Ran Twilight Professional Developments in conjunction with the Enrichment Centre, eLearning Committee and Student Wellbeing Team on topics such as:
  - Catering for diverse learners, featuring a number of guest speakers who were specialists in the areas of ASD, ADHD, processing and assistive technology
  - Generative AI in the classroom
  - Affirmative inquiry
- Created a Curriculum Portal to streamline Hillbrook curriculum documentation. A fourth session of Professional Development was offered to staff to allow time to work towards this. This time was also used to work towards updating curriculum to reflect Version 9.0 of the Australian Curriculum.
- Reviewed our Awards Policy, focusing on inclusivity of language and eligibility of students completing varied pathways.
- Updated existing Teacher Survey to encompass Outdoor Education.
- Invited and implemented feedback to the progressive feedback model of reporting from Years 7-12.





## 3.2 | Campus Update & Operations

### Flood mitigation works – redevelopment of Recreational Centre

Rectification and refurbishment work for the Recreational Centre continued throughout early 2023. As part of this rebuilding project mitigation works were carried out to future proof the Recreational Centre from further flood damage including:

- Lifting of air conditioning units, fire panel and lift control box above the recorded flood levels
- Redesigning staff preparation rooms, with mobile furniture and fittings and epoxy flooring
- Rebuilding storage rooms and amenities with besser blocks and solid compact panelling, avoiding the need for any further demolition or water ingress into penetrable walls
- Relocation of major AV equipment and connections to the top level service area of the Recreational Centre

These works, including mitigation work performed to other flood damaged areas of the School, will significantly minimise the cost of repairs and closure periods should the School sustain another extraordinary flood event in the future.

#### Other outcomes achieved throughout the year:

- Completion of new staff amenities and refurbishment to the Enrichment staff preparation area and learning spaces.
- IT best practice initiatives including implementation of a Cyber Incident Response Plan and the formulation of an internal team who are responsible for responding to and managing various forms of cyber threats, further training of staff in cyber security awareness, and planning for a new IT server environment and major upgrades to the School Wi-Fi and network equipment.
- Securing additional government funding to further enhance the School's sustainability projects, including initiatives to optimise energy consumption by adjusting the operating parameters and functionalities of the School's air conditioning and lighting systems.
- Improvements in the quality of the facilities and services offered and continued growth of external hire arrangements with local sporting clubs and performance companies.
- Review of the School's security and building access systems, including upgrade of the CCTV system and evacuation and fire system functionality and compliance requirements.
- Ongoing review of WH&S policy and practices, emergency preparedness with evacuation and lockdown procedures and critical incident response planning.



### 3.3 | An Anglican School

Hillbrook is a separately incorporated Anglican School. Hillbrook's relationship and commitment to the Anglican Church remains strong. We continue to be active in the sector with representation on many committees and working parties with the Anglican Diocese and other Anglican Schools.

### 3.4 | Communications and Events

It has been wonderful to continue connecting with our community over the past 12 months. We have enjoyed hosting parents at several *Parents.Connect* and *Parents.Learning* events, and have been privileged to welcome a variety of special guest speakers to Hillbrook. Strengthening our partnerships with our families is always a priority for us, and we thank everyone who attended a Hillbrook event and contributed to our inspiring community.

#### Key achievements for the Communications Team during 2023/2024 have been:

- Event management of:
  - 3 Open Days
  - Family Day
  - Year 7 Welcome Chapel and BBQ
  - Semi Formal and Formal
  - Year 12 Graduation Dinner
  - Parent events including:
    - Parents.Learning evenings
    - Parents.Connect Welcome Evening
    - Years 8 and 10 Coffee mornings
  - 10 Year Reunion – Classes of 2010, 2011, 2012 and 2013
  - 30 Year Reunion – Class of 1993
  - Year 12 Careers Expo
  - Year 12 Careers Speed Dating
  - International Women's Day Breakfast
- Transition of Hillbrook newsletter to fortnightly, achieving an average open rate of 65.5%
- Creation and distribution of Future Families newsletter and Past Hillbrookians newsletter
- Back to school communications each term
- Administration of Samford Bus service
- In house graphic design (saving over \$15,000 per annum)
- Production of Board and Government Annual Reports
- Website management
- School photography and management of media permissions for students
- Ticketing and communications for Hillbrook 2024 musical, Strictly Ballroom
- Transition to new school app, Orbit, for most communications
- Design and production of school yearbook, Reflections

### 3.5 | Reconciliation Action Plan (RAP)

Hillbrook's RAP follows the Narragunnawali platform for schools and you can find out more information about this platform [here](#). Our RAP is approved annually and our current RAP will expire on August 27, 2024. Our RAP is supported by a working group of teachers, support staff, students and other members of the Hillbrook community. Over the last 12 months we have focused on strengthening our Indigenous connections and building our cultural awareness by:

- Partnering with the Anglican Schools Commission to collaborate on the Indigenous Games Festival, helping to structure and set up the 2024 event hosted by St Margaret's.
- Facilitating the visit of 150 students to Minjerribah, working with traditional owners to deepen their understanding and connection to country.
- Continuing to strengthen our relationship with the Ugurapul Traditional Owners at Mount Barney who work with our Year 7 students as part of their Outdoor Education program
- Debuting our musical Acknowledgement of Country, written in collaboration with Waveney Yasso, at our 2023 Celebration Evening and continuing to perform this at special ceremonies.



## 4.1 | Workplace Health and Safety

The WHS Committee has continued to prioritise the health, safety, and well-being of our staff, students, visitors, and stakeholders.

### Safety Initiatives and Programs:

Throughout the year, the WHS Committee has guided various safety initiatives and programs aimed at promoting a culture of safety within the School.

These initiatives have included:

- Conducting regular safety and compliance inspections and hazard assessments to identify and mitigate potential risks.
- Implementing safety training sessions and workshops to educate staff on best practices and procedures.
- Enhancing emergency response protocols and procedures to ensure preparedness for any unforeseen incidents.
- Providing resources and support for well-being initiatives to address the holistic needs of our staff.
- Monitoring and managing incident reporting and investigation processes to ensure that all incidents are promptly addressed and remediated. By analysing incident data and trends, the Committee has been able to identify areas for improvement and implement corrective actions to prevent future occurrences.

### Compliance and Regulatory Requirements:

Throughout the year, the Committee has kept abreast of changes in legislation and standards, conducted regular audits and inspections to assess compliance, and liaised with regulatory bodies to address any compliance issues may arise or rectification work that may be required.

### Staff Engagement and Consultation:

The WHS Committee has actively engaged with staff to solicit feedback, suggestions, and concerns related to workplace health and safety. By fostering open communication channels and promoting a collaborative approach to safety management, the Committee has been able to gain valuable insights and perspectives in proactively managing all workplace health and safety concerns.

### Continuous Improvement:

As part of the commitment to continuous improvement, the WHS Committee reviewed and evaluated the School's safety performance. By identifying successes, challenges, and opportunities for enhancement, the Committee has developed action plans and initiatives to further strengthen the School's safety culture and practices.

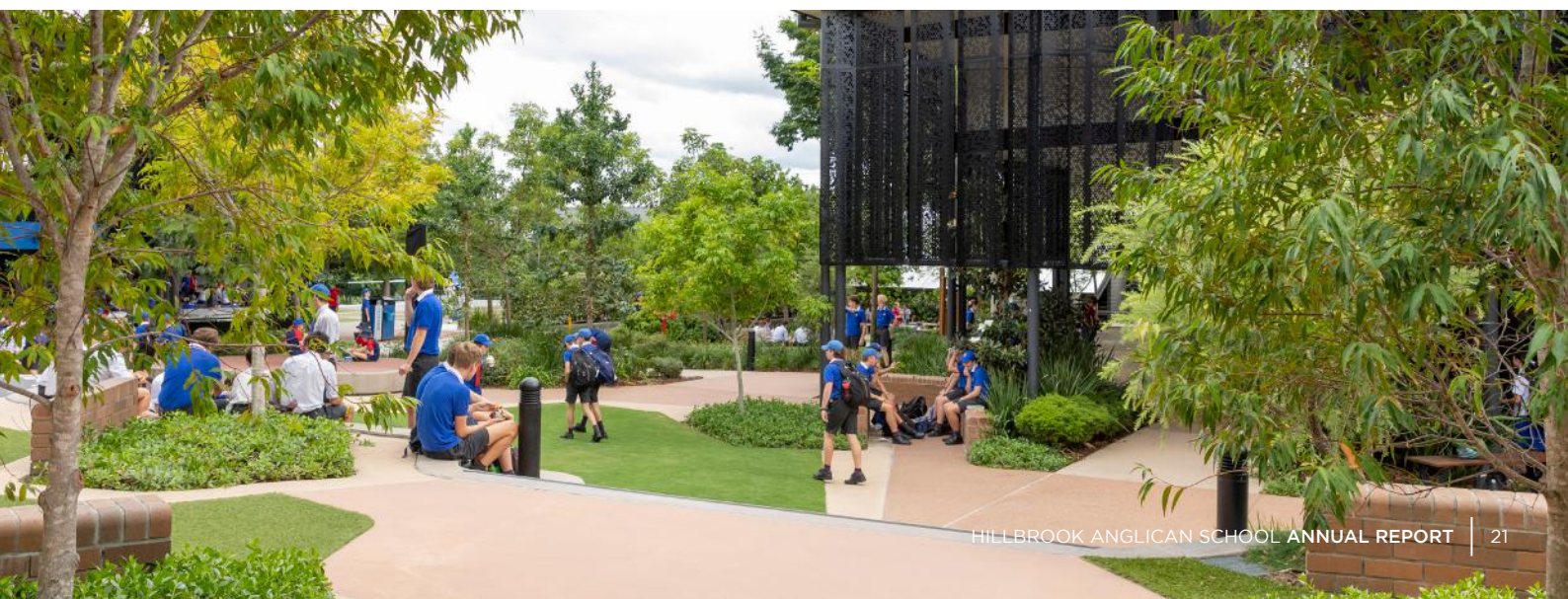


## 4.2 Finance Audit and Risk Committee Activities

The Finance Audit & Risk (FAR) Committee plays a vital role in ensuring the integrity, transparency, and accountability of the School's financial management and reporting processes. Through its comprehensive oversight of financial, audit, and risk-related affairs, the FAR Committee actively contributes to the School's long term sustainability and success.

### Key Objectives achieved:

- Assessment of financial information, by review of:
  - the School's operating results and explanatory notes as reported in the end of year financial statements
  - the monthly management financial reports, the School's annual operating and capital works budgets and assessment of key performance indicators
  - the School's financial sustainability as provided in the ten year forecast, assessing the changes in government funding and the impact to the School's future financial position.
- Assessment of the effectiveness of financial management practices and procedures to effectively allocate resources towards achieving the School's strategic objectives
- External Audit process, by review of:
  - the External Auditor's audit approach, terms of engagement and audit fee
  - the appropriateness of the financial reporting framework, compliance with applicable accounting standards and reasonableness of accounting estimates made by management as reported in the end of year financial statements
- the External Auditor's management report, detailing the results and significant findings, management responses and remediation strategies.
- Risk and Internal Controls, by recommendation of, or advice in relation to:
  - the School's risk profile and risk management framework, identifying key risks and assessing their potential impact
  - the appropriateness of IT data security and cyber incident response planning
  - operational effectiveness of the School's policies and procedures and adequacy of the internal control environment in safeguarding assets and mitigating risk
  - the coverage of insurance activities and protection of potential movements in loan interest rates, via a swap agreement with the School's bank.



## 4.3 | Student Protection

Hillbrook's 2024 Student Protection Officers are Acting Principal, Mark Herriman, Head of Student Wellbeing, Kerrin Holland, Head of Digital Education, Miriam Scott, Year 8 Coordinator, Claire McNeilage, Classroom Music Teacher, James Whiting, Digital Solutions and Technologies Coordinator, Kerry Batt, Outdoor Educator, Andrew Perry, and Economics Coordinator, Sue-Ellen Taylor.

The Child and Youth Risk Management Committee comprises the Chair (the Acting Principal) representatives from the SLT, teaching staff, parents, students and the Early Learning Centre. In order to improve its policy and practice, the committee uses Hillbrook's *Statement of Commitment* (included in the Child and Youth Risk Management Strategy) along with the '10 National Principles for Child Safe Organisations' guidelines.

Hillbrook prioritises the safety of our young people. Staff at Hillbrook refresh their knowledge through regular mandatory student protection training.



## 5.1 | 2023 Financial Result

Hillbrook maintains a healthy financial position in 2023 with a \$1.9M surplus and net operating margin of 18.6%.

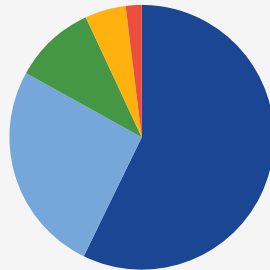
In line with its campus development master plan, Hillbrook has invested significantly in its capital works program, with the majority of major works completed early in 2021. The School was impacted by the Brisbane floods in February 2022 resulting in damage to a number of buildings, with the Recreational Centre sustaining the largest damage. The majority of building rectification and repair costs have been claimed under the School's insurance policy, with the final insurance payout received early in 2024.

The School generated \$4.1M in net cash from operations, including flood-related insurance proceeds in 2023. These funds were used to cover the capital works payments and make a total of \$2.5M in loan repayments. Hillbrook continues to focus on repaying its debt and minimising future interest costs.

At year end, Hillbrook's loan balance was \$17M and net asset position was \$39.1M.

SOURCES OF RECURRENT INCOME are broken down into a few key areas:

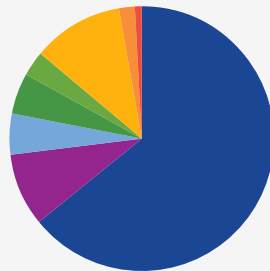
2% Retail Sales  
5% Other Income



10% State Funding  
26% Commonwealth Funding  
57% Tuition Fees & Other Charges

THE BREAKDOWN OF OPERATING EXPENSES is shown below:

5% Administration Costs  
5% Building & Grounds  
9% Teaching Expenses



3% Interest Expenses  
11% Depreciation  
2% Other Expenses  
1% Retail - Cost of Sales  
64% Salaries & On-Costs

## 5.2 | School Fees

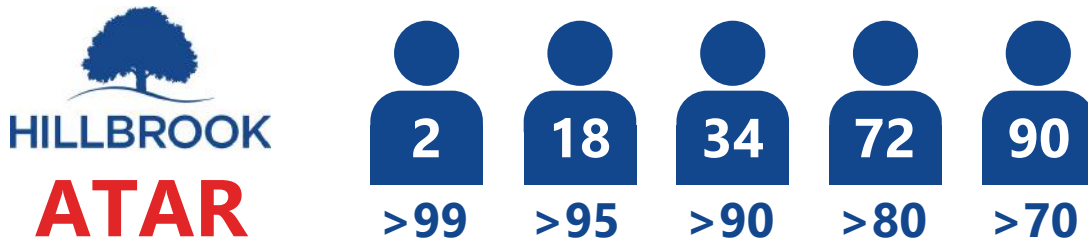
The Board increased school fees for 2024 by 9% to \$17,070 per student. This increase was necessary to ensure Hillbrook's financial sustainability given continued losses in government funding into the future, including significant inflationary pressures and wage price increases. The school fee covers standard tuition, subject resources, year level camps and activities, student insurance and the provision of a fully maintained laptop.

The majority of Hillbrook families pay by direct debit, with scheduled payment plans to spread the cost of tuition over the school year. Approximately 20% of families choose to pay their school fees upfront, benefiting from a 2.5% discount, with the balance of families paying fees by term.

Hillbrook aims to remain a moderate fee school, keeping fee increases to a minimum while ensuring the quality of education and resources offered to students is of the highest standard.

## 6.1 | ATAR Results and Destinations for 2023

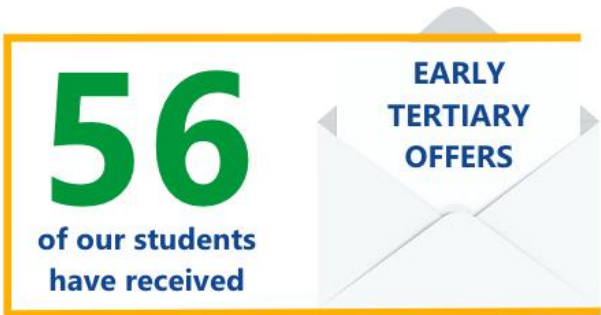
In 2023, 113 of our 116 Year 12s were ATAR eligible. 109 of the 113 eligible students have provided us access to their ATAR.



1 student achieved  
**100%**  
in a  
senior subject

**110**  
students  
obtained their  
**QCE**

In addition to these outstanding outcomes:

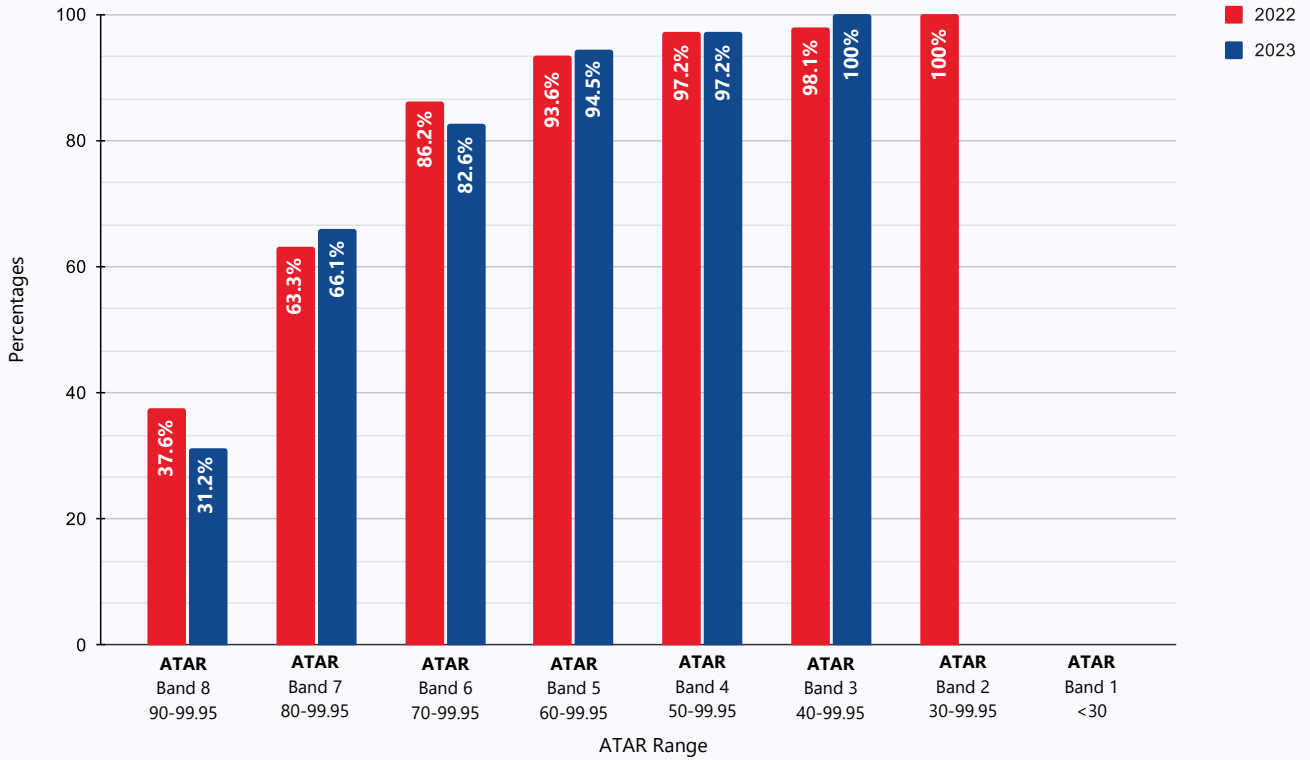


**3** of our students  
have received  
Certificate  
qualifications  
in Music and  
Hospitality

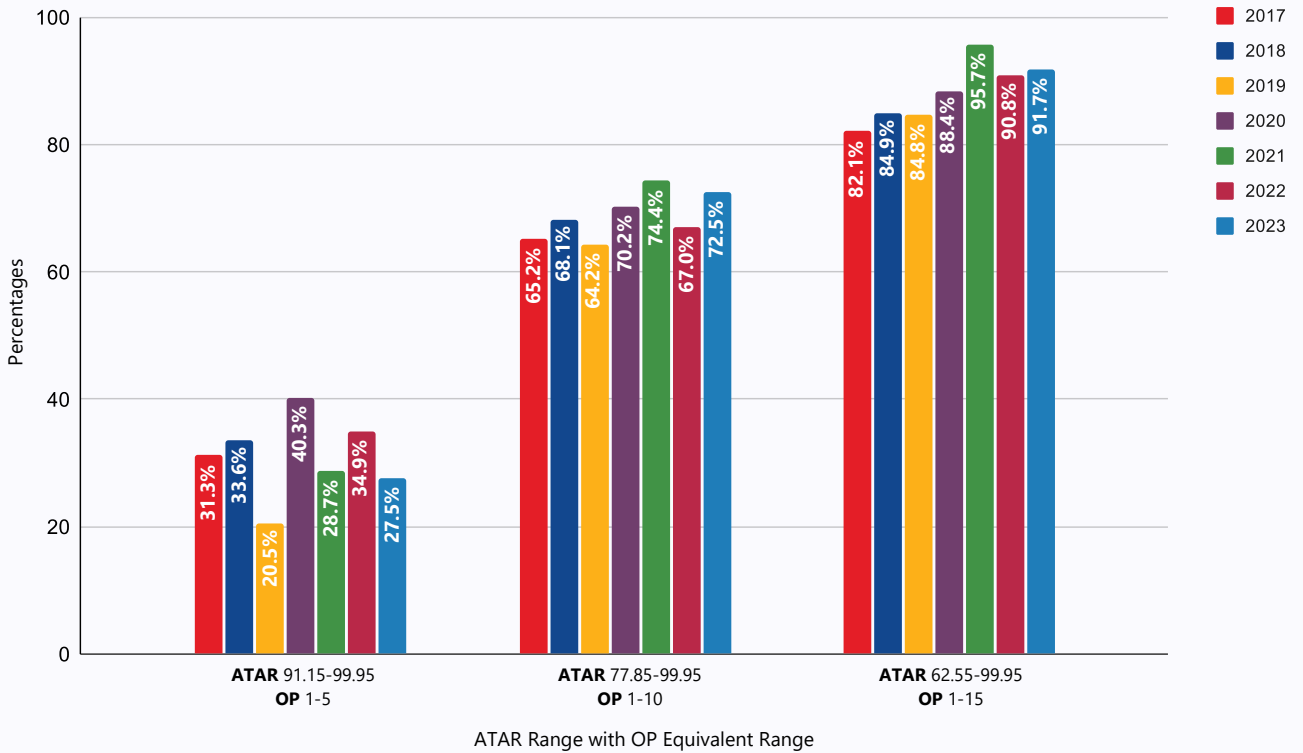
**1** of our students completed a  
university subject  
while studying Year 12 and received a  
High Distinction

**85%**  
of subject results  
achieved were  
**As & Bs**

**YEAR 12 2023 - ATAR DISTRIBUTION BY BANDS - HILLBROOK**



**ATAR COMPARATIVE % - HILLBROOK**



## 6.2 | NAPLAN

## Numeracy

Year Level	Average Score (Hillbrook)	Average Score (National)
9	621	567
7	583	538

## Spelling

Year Level	Average Score (Hillbrook)	Average Score (National)
9	600	567
7	565	539

## Grammar &amp; Punctuation

Year Level	Average Score (Hillbrook)	Average Score (National)
9	613	556
7	595	538

## Reading

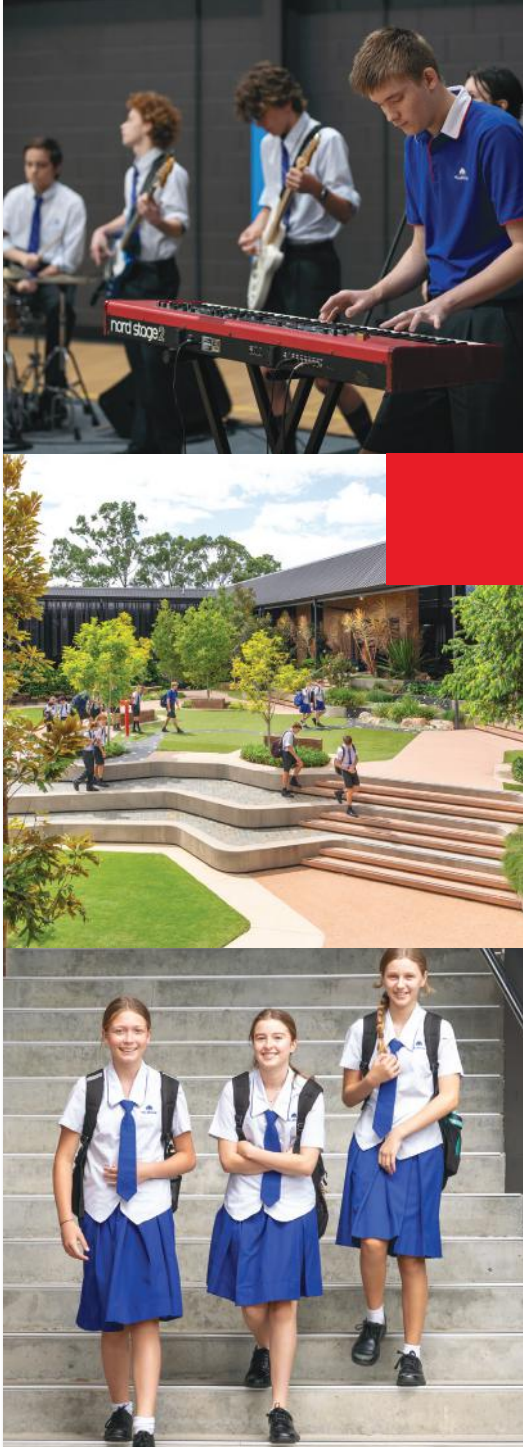
Year Level	Average Score (Hillbrook)	Average Score (National)
9	630	564
7	592	536

## Writing

Year Level	Average Score (Hillbrook)	Average Score (National)
9	608	566
7	577	533

## 6.3 | Government Annual Report

A copy of the Hillbrook Anglican School State & Federal Government Annual Report 2024 is [available here](#). This report is based on 2023 data and addresses the legislative requirements for both the State and Federal Governments.



STATE & FEDERAL  
GOVERNMENT  
ANNUAL REPORT  
**2024**  
(BASED ON 2023 DATA)



## 7.1 | Parents.Learning

*Parents.Learning* is a workgroup collaboration between parent volunteers across Years 7-12 and the School Leadership Team. Our goal is to empower parents through education, connection and community, to positively guide the development of their young people and build on the existing connections through *Parents.Connect*.

Throughout the year *Parents.Learning* delivered several successful events, all centred around helping parents to guide and nurture their children through the often-tumultuous teenage years. These included:

- Welcoming our Year 7 parents into the community at the 2024 Welcome Chapel and BBQ
- Packing Your Communication Kit: Practical Strategies for Talking Your Teens Through Big Emotions - an information session delivered by Andrew Perry, Outdoor Education teacher about equipping teenagers with the skills to communicate their emotions
- Taking Teens from Text Savvy to Tech Savvy: Guiding Principles for Cyber Safety - an information session delivered by leading cybersafety expert Susan McLean about guiding and guarding teenagers through the dangers of technology and the internet

- Tips for Building your Adolescent's Capacity, Not Dependency - an information session for Year 7 parents to assist them in guiding their children through the first year of high school

I would like to thank the *Parents.Learning* workgroup for their dedication and enthusiasm throughout the year, and to our Hillbrook parents for participating in and supporting the program. I look forward to another year of wonderful opportunities to learn and grow together as parents.

**Tricia Velthuisen,**  
***Parents.Learning* Chair**

## 7.2 | Parents.Connect

*Parents.Connect* provides an opportunity for parents to achieve a greater sense of belonging by creating the basis of a supportive and engaged parent community through social interactions, as well as *Parents.Learning* events.

*Parents.Connect* continues to facilitate connection in our community, with 42 parents stepping into the *Parents.Connect* liaison role for 2024. 19 of those parents have been in the role previously, and 23 parents are new to the role. We are incredibly thankful that so many parents have found time in their busy schedules to commit to the program.

All year levels have spent time connecting throughout Term 1 this year, with both parent-only events and events for the whole family taking place. We continue to receive feedback from parents outlining their enthusiasm for the *Parents.Connect* program, and have enjoyed making new connections and fostering old ones throughout this past year.

In 2024, we have also welcomed Yeshika Naidoo to assist Michelle Hildebrand as *Parents.Connect* Coordinator. Michelle has led the program for 5 years, and is now in her final year as a Hillbrook parent. We are grateful for the commitment and dedication that Michelle has shown over the past 5 years, and thank Yeshika for taking over the role into the future.

We look forward to another year of creating connections with a strong community of like-minded individuals, and thank all of the parents who have supported *Parents.Connect* in the past 12 months.

**Michelle Hildebrand,**  
***Parents.Connect* Leader**



## 8.0 | A word from the Chair

On behalf of the Board, I would like to congratulate the students, staff and wider community on another successful year at Hillbrook. A particular congratulations must go to the Class of 2023 who graduated with outstanding results, opening up a diverse range of opportunities for their future. These results are a culmination of 6 years of hard work and dedication from the students, and we look forward to hearing about the journeys that they undertake in the future.

In October, we experienced the loss of our dear Principal, Maria Woods. Maria was a shining light in our community, remembered for her strength, her kindness and her genuine care for our students. Hillbrook was brightened by her presence, and we will always continue to recognise her lasting impact on our school.

I would like to thank our Acting Principal Mark Herriman for leading the school during this time, as well as the rest of the School Leadership Team. We also recently announced the appointment of our new Hillbrook Principal, Mark Zietsch, who will commence in the second half of 2024. Mark is focused on honouring the vision of Hillbrook's founding educators and nurturing the School's unique culture, and we look forward to welcoming him to Hillbrook in July.

I would also like to acknowledge my fellow Board Directors for their support, hard work and commitment over the past year. The Board experienced some changes at the end of 2023, as Rob Seljak, Chair of the Board since 2017, stepped down from his role. I would like to thank him for his dedication to Hillbrook throughout his time on the

Board, and acknowledge the important role that he has played in the history of our school.

We also said farewell to Loris Phair, as she retired from Hillbrook after 27 years of service in the library. We thank Loris for her time and passion as a member of the Board. We also thank Michael Gillard and Scott Kennelly, who retired as Board Directors in 2023, for their valuable contributions during their tenure.

From the School Leadership Team, I would like to thank Brent Durham, who left Hillbrook in Term 2, for his dedication during his time as Chief Operations Officer. In particular, we thank him for his work on the campus development program, which our school community will benefit from for many years to come.

The Hillbrook community has shown incredible strength and resilience throughout the past year, and it has been wonderful to witness the support that has been shown during this time. I truly look forward to working with everyone over the next 12 months, to continue building a strong and successful future.

**David Marsland, Chair of the Board**

From little things big things grow.

– *Paul Kelly*





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