SCHOOL BOARD

ANNUAL REPORT

MAY 2025



HILLBROOK

IN BALANCE WE GROW

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.

ANGLICANISM

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

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

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 Principal

It is with great pleasure that I present Hillbrook's Annual Report for 2024/2025.

As I reflect on my first year as Principal, I would like to extend my heartfelt thanks to the Hillbrook community for the warm and generous welcome I have received. The strong sense of community that defines our school is something truly special. It has been a joy getting to know the students, staff, and parents who make Hillbrook such an exceptional place to learn and grow.

We finished 2024 with the largest Year 12 cohort in Hillbrook's history, and they achieved outstanding results. 137 of our 140 Year 12 students ended the year as ATAR eligible, and 71% of those students achieved an ATAR of 80.00 or above. 5 students achieved 100% for a senior subject and we were also excited to hear that 103 students received early tertiary offers. Another impressive statistic from the Class of 2024 saw 98% of students who applied for tertiary studies received an offer with the top areas of study including Engineering, Business, IT, and Health. These achievements reflect the dedication and hard work of our students, supported by the expertise and care of our talented staff.

Over the past 12 months the School has continued to focus on our Strategic Priorities (2024–2026) – The Place for Now and Any Future, strengthening programs and opportunities across the four strands – People, Pathways, Partnerships, and Place. Roles within the School Leadership Team have been refreshed to ensure greater alignment and clarity and additional resourcing for community service and sport programs has been provided with the appointment of a Head of Community and Connection and Head of Sport and Activities. The newly created Head of Learning Innovation role will further support teachers to grow their digital learning capabilities and quality of teaching. We have also introduced a new staff leadership program to support key leaders across all departments of the School.

One of the year's highlights has been the growth of our alternative pathways program. We now have 36 students across Years 10–12 enrolled in a broad range of Certificate courses, and we remain committed to expanding this area. Our Outdoor Education program continues to thrive, offering enriching experiences to students at all year levels.

The value of the camp experience and outdoor education days is evident in the way students speak about them — with pride, gratitude, and a deep sense of connection. These experiences build resilience and foster personal growth, ensuring our students graduate with a broad and balanced range of life skills.

Our Outdoor Education program is closely aligned with our sustainability goals, and we have continued to focus on this area over the past year. As part of our collective responsibility to the environment, our Sustainability Committee and Environment Club consistently review our processes to ensure that we are contributing to a Circular Economy; from volunteering over 300 hours to revegetate the local creek, to collaborating with staff from other schools about sustainability initiatives.

Building a strong sense of belonging to the community is another important component of life at Hillbrook. This year, our community spirit has been on full display through a wide range of events. Whether it is music concerts, NBIS gala days, the Indigenous Games festival, Japan tour, our vibrant sporting carnivals, or our inaugural Battle of the Bands competition, each event has showcased the incredible partnership between students, staff and the broader community. These shared experiences are the heart of what makes Hillbrook such a dynamic and inclusive school empowering our students to make a positive difference.

Our Parents.Connect and Parents.Learning programs have continued to flourish, providing meaningful opportunities for families to engage with and support our school. I've thoroughly enjoyed getting to know so many of you through these initiatives.

As we look ahead, the 2024/2025 year has reaffirmed our commitment to delivering an innovative, balanced education guided by our Strategic Plan. I am excited for what lies ahead and look forward to continuing this journey with you into 2026 and beyond.

Thank you for sharing this year with us.

Mark Zietsch, Principal

1.2 The Year in Review

1400
Awards



98%
of Year 12 tertiary applicants received offers



3
Archbishop Badges





$44,000
Raised for charity

19
students completed a Certificate II or III

5,500
Camps and Outdoor Education activity days



1.2 The Year in Review

Student Achievements

- 3 students received an ATAR of 99 and above
- 17 students received A's across their top 5 subjects
- 5 students received 100% for a Senior subject
- 103 students received early QTAC offers
- 2 of our students completed a university subject while studying Year 12, with 1 receiving a Distinction and 1 receiving a High Distinction
- 97.6% of Year 12, 2024 students who applied for university received an offer
- 236 Chairperson of the School Board Awards awarded in 2024
- 164 Endeavour Awards presented in 2024
- 445 students received Excellence Awards for 2024 in at least one subject
- 54 Outstanding Commitment Awards presented in 2024
- 570 Commitment Awards presented in 2024
- 3 Year 12, 2024 students received Special Recognition and the Archbishop Medal for receiving a Chairperson of the School Board award for every Semester at Hillbrook
- 12 Bronze, 2 Silver and 1 Gold Duke of Edinburgh Awards for 2024
- 1 Year 7 student awarded the 2024 Principal's ICAS Award for English and Mathematics
- 1 Year 8 student awarded the 2024 Principal's ICAS Award for Science
- 3rd and 5th place in the CBCA Readers Cup competition against 21 other teams
- Hillbrook team awarded the Innovation Award at the First Lego League Fortitude Valley Regionals
- 1 student awarded the Young Women in Public Affairs Award from Zonta
- 1 student received an Order of Australia Secondary School Citizenship Award at Parliament House
- 1 student awarded first in pommel and parallel bars in Queensland State Championships for Gymnastics
- 2 Year 12 students received The Creative Generation Excellence Awards in Visual Art
- 1 student awarded QUT Dean's Award for Engineering
- 1 student awarded QUT Year 12 Engineering Award
- 2 students awarded Excellence in Engineering certificate for achieving greater than 90% on their 3 internal assessment items
- 1 student received a Special Adjudicator's Award at the Shake and Stir Shakespeare Competition
- 1 student awarded Highly Commended in the 2024 Literary Competition – Short Story category
- 1 student received 3rd place in the 2024 Literary Competition – Poetry category
- 1 student selected as a finalist and 1 student received Highly Commended in the Brisbane Portrait Prize – Next Gen Category
- 1 team came second in the QUT Accounting Challenge
- 4 students achieved personal bests in the Metropolitan North Regional Swimming Trials
- Hillbrook team received second place in the Minecraft Coding Challenge
- Hillbrook team reached the Semi Finals of the QLD Youth Theatresports Competition
- 19 students completed a Certificate II or III
- Hillbrook team placed 3rd in the junior division of the UQ Philosothon
- Nearly 1000 books read by students in Year 7–9 as part of the Hillbrook Readers Cup
- Over 5,500 student days in the field participating in Outdoor Education camps and activity days
- 1 student accepted into the Australian Signals Directorate work experience program
- 2 students competed in the National Hockey Championships
- 1 student competed in the State Cross Country Championships
- Over 25 music concerts held
- Over 35 music assembly performances
- 6 student-led bands competed in the inaugural Hillbrook Battle of the Bands competition
- 30 cocurricular music ensembles rehearsals held each week
- 16 students participated in the State Honours Ensemble Program
- 5 students participated in the Australian Honours Ensemble Program
- 1 student participated in the Pacific Honours Ensemble Program

Whole Community Initiatives and Achievements

- Hosted 2024 Junior Philosothon – attended by 47 students for 7 primary schools
- Philosophers in Residence program hosted Jake Tangleroyal, providing PD and Inquiries for students, staff and parents
- Senior Responsibility & Community Action Program – 4800 hours of volunteering by 250 students
- 18 students volunteered in the Smith Family Reading program
- Attended the Traditional Indigenous Games alongside 8 other Anglican schools
- Hosted Hillbrook's first Ponytail Project, raising over $8,000 for the Cancer Council
- Participated in the Sudsy Challenge, raising over $13,800 for Orange Sky
- Z Club successfully delivered several projects:
  - 2 staff members participated in the Live Like Her challenge, raising over $7,900 for the Forgotten Women
  - Hosted the inaugural School Sleep Out in support of the Forgotten Women
  - International Women's Day Breakfast attended by over 50 parents, staff and students, plus concert during lunch, raising over $560 for UN Women Australia
  - Volunteered at Carinity Education to wrap and arrange Christmas gifts for at-risk girls
- Over $7,800 raised for charity by SRC initiatives – Valentine's Day, Rainbow Day, R U OK Day and Yellow Day
- 2 staff shaved their heads for charity on assembly, raising $2,088 for Myeloma Australia, $2,050 for ANZSA and $2,220 for Redkite
- 9 parents participated in the Parents Outdoor Program Northbrook Gorge
- Sustainability initiatives:
  - 500 hours of volunteer work in creek revegetation
  - Planted 100 native plants along the creek
  - Two Recycling Rampage events hosted per term
  - Hosted a Tree Day and planted three native trees on campus
  - Hosted volunteers from Climate Fresk to run a workshop with a group of Year 10 students
- Successful Trinity Pantry annual Food Drive



1.3 School Board Membership 2024/2025

The work of the Board this year centred on:

Strategic Direction Planning	Financial Sustainability	Compliance and Risk Management

2024/2025 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 Zietsch
Company Secretary	Ms Bronwyn Jones



2.1 Hillbrook Enrolment Trends

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

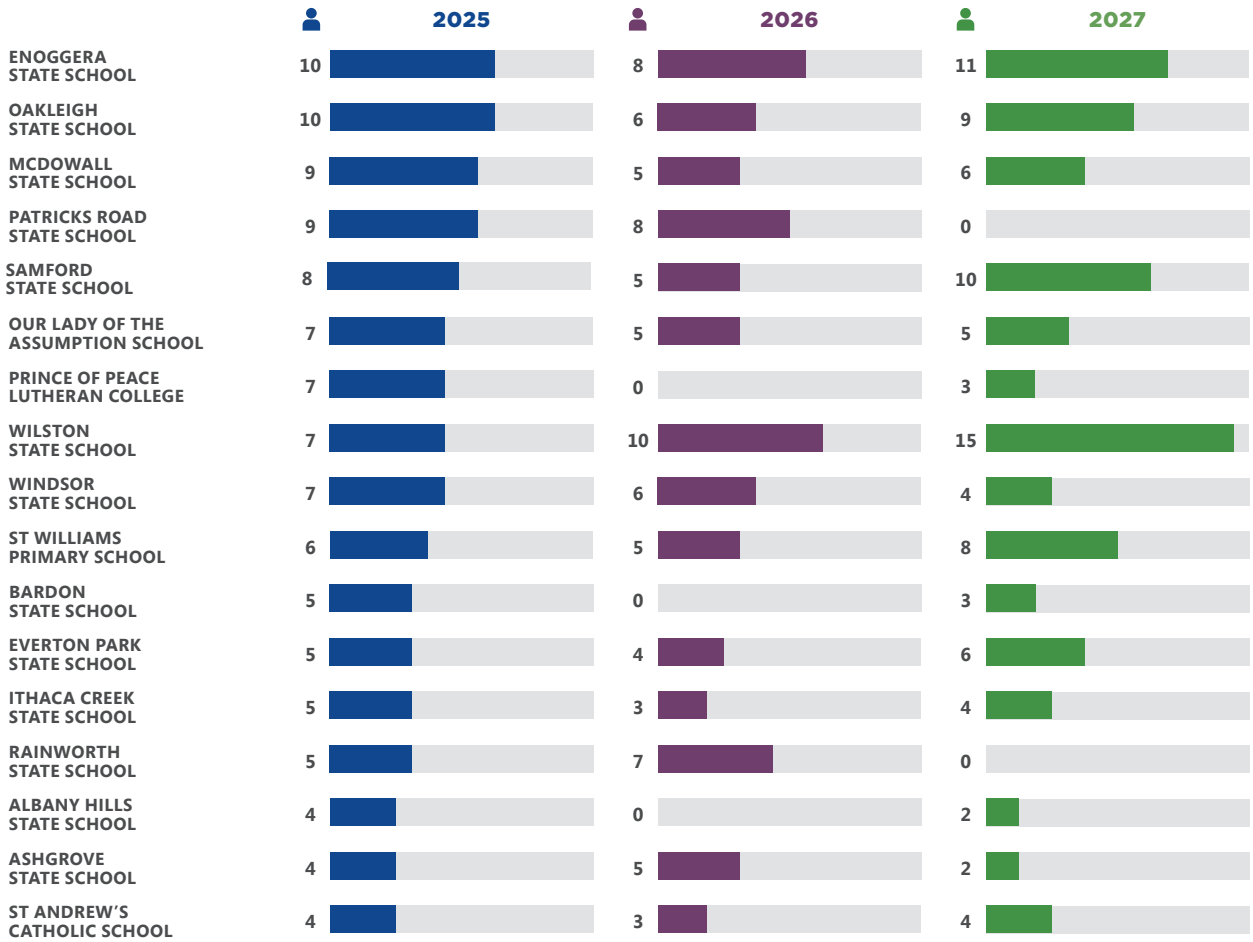
Our forward enrolment applications are very healthy and we believe this is a strong indication of the confidence in Hillbrook across the wider community.

Top 10 Catchment Suburbs

2024 Current cohort of Students Year 7–12: 898	% of total enrolments
Ashgrove	8%
Mitchelton	8%
Alderley	7%
The Gap	6%
Bardon	5%
Enoggera	5%
Samford Valley	4%
Everton Park	4%
Bridgeman Downs	4%
Ferny Hills	3%

2026/2027 Confirmed Enrolments: 276	% of total enrolments
Mitchelton	9%
Ashgrove	8%
Enoggera	6%
Bardon	6%
Alderley	5%
Ferny Hills	4%
Grange	4%
The Gap	4%
Everton Park	3%
Wilston	3%

HILLBROOK'S FEEDER SCHOOLS



2.2 Student Numbers and Enrolments

At the beginning of 2025, we welcomed a full cohort of new Year 7s.

Along with the 150 new Year 7s, we also welcomed 17 new students in Years 8–12. Future enrolments remain strong into the next decade.

FUTURE YEARS OF FULL ENROLMENT



KPI: >5 years of 150 students
As at May 2025: 10 years

STUDENT COHORT YEAR 7–12



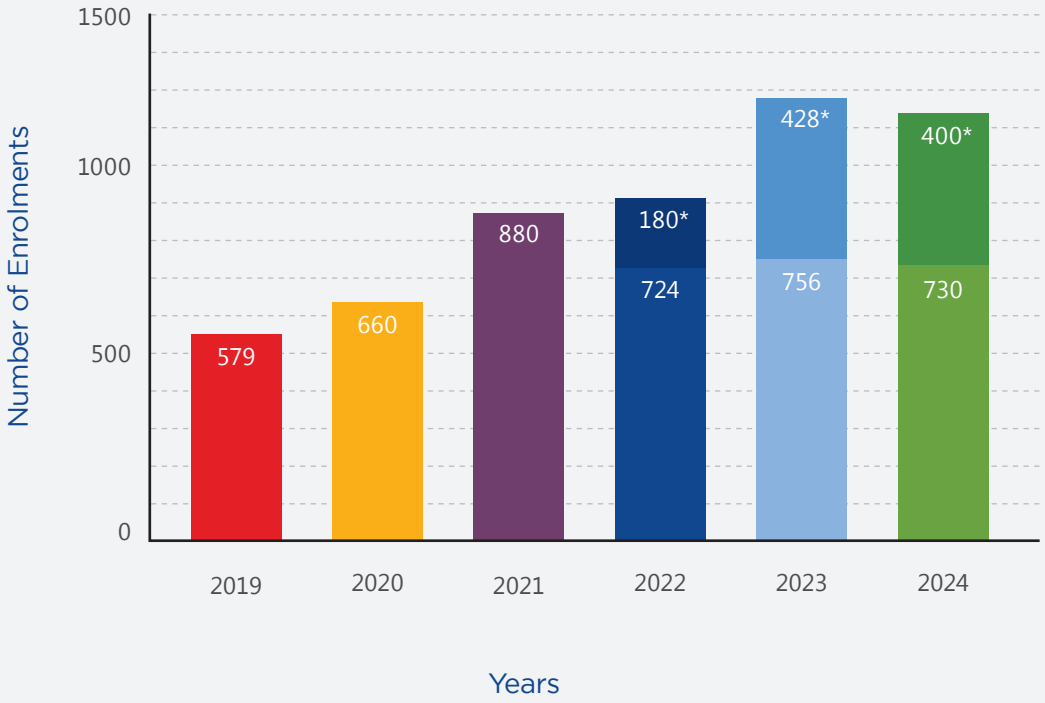
2025: 897 students

Female **468**

Male **428**

Other **1**

NUMBER OF ENROLMENT APPLICATIONS PER YEAR



*Number of families who have registered interest in applying.
Year 7 2025, 2026, 2027, 2028 and 2029 applications remain 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.

2024 – 80.39%

2.4 Make-up of Independent Schools

Hillbrook is one of 24 Anglican Schools operating in Queensland.

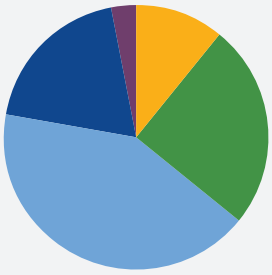
Unlike other educational sectors, the majority of independent schools operate autonomously. These schools do not rely on central bureaucracies or bodies, and are separately accountable to their parent and school communities. All independent schools comply with state and federal education regulations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

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

SIZE OF INDEPENDENT SCHOOLS

590 students
is the average size of independent schools

389 students
is the average size of a government school



11% with less than **50** students

25% with **50–199** students

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

19% of schools have **1,000–1,999** students

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

Source: ISA Snapshot 2024

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:

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

- North Brisbane Interschool Sport (est. 2023) has supported 13 other State and Independent school in cooperation through competition. In 2024/2025, NBIS has partnered with Moreton Bay Council, South Pine Sports Complex, Anglican School Commission and the Redcliffe Dolphins to deliver appropriate physical recreation opportunities to adolescence in our community and beyond. In 2024/25, 2000 students accessed the program.
- 140 Year 10/11 students have volunteered their time in the wider community for a total of 2800 hours.
- Year 12 students have each volunteered 20 hours within the Hillbrook community.
- Year 9 students have partnered with Anglicare and are working on providing backpacks full of basic supplies to those displaced by unforeseen family circumstances.
- Year 8 students have redirected thousands of bottle caps from landfill and are working on repurposing them to create education resources for Prep/Grade 1 classrooms.
- Year 7 students have planted 150 Lomandra plants in the banks of the Kedron Brook to improve the riparian zone and promote Aboriginal culture.
- Over 60 opportunities have been provided to students through Project Active to explore physical recreation and link to community clubs.
- 130 students registered to participate in the Duke of Edinburgh program.

eLearning

Chair: Wendy Carl

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

- Worked in conjunction with Teaching and Learning and IT teams to devise a suitable implementation schedule for the introduction of HQ. The space worked with the Director of IT, Curriculum and



Systems Manager and SLT to consider Hillbrook's approach to the Schoolbox instance and Hillbrook's specific needs in this space.

- Continued implementing the Digital Access Pass (DAP) learning modules with students from Year 7-12. Along with the IT team, this space considered the challenges with DAP-related internet filtering and made the decision to separate the two. The eLearning committee is currently reviewing and revising the DAP program.
- Continued discussion and excitement around the possibilities AI brings forward in education. Initial discussions around a statement of ethics in this space were had and initial groundwork was laid.

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

- The committee has two main focuses: supporting aspiring and renewing HALT teachers, communicating developments at the state and national level. Currently there are 3 HAT teachers and 1 LEAD teacher, and several prospective candidates for both HAT and LEAD applications. These teachers continue to collect evidence sets, review the standards using templates and other resources, to review their options. At the state level, the accreditation process for teachers at independent school is overseen by Independent Schools Queensland, who provide an interim model (2024 – current). It is hoped that the interim model will be in place until the mooted transfer of jurisdiction to the Queensland College of Teachers is accomplished.
- In the meantime, teachers at Hillbrook continue to engage with the standards, seeking new ways to integrate HALT initiatives with existing Professional Development processes at the school, working closely with Dean of Teaching and Learning.

Philosophy Matters

Chair: Mark Herriman

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

Philosophy Matters continues to accomplish many milestones, including:

- Celebrated the 9th year of Philosophy Matters.
- Hosted the Qld Junior Schools Philosothon, involving 47 students from 7 schools.
- Continued our Philosophical Inquiry training, with total numbers trained now over 600 educators.
- Provided ongoing support for teachers from Philosophy Matters member schools.
- Hosted the Philosopher in Residence, Jake Tangleroyal.



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

- Focus area – consistency, certainty, collective responsibility
- Building connections and a sense of belonging – continued focus on providing opportunities through lunchtime clubs, home class and year level activities
- New staff induction sessions – sharing Hillbrook's approach to Student Learning and Wellbeing
- Working groups to review and consider the needs of student wellbeing and pastoral care programs
- Focus on improving teacher knowledge and confidence in providing student support.

Sustainability

Chair: Damian Larkin

Mission

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

Achievements

- Two Hillbrook representatives attended the ISQ Block Grant Authority's Working Group to develop a Sustainability Toolkit for Anglican schools.
- Hosted a visit from a group of interested Anglican Schools staff for them to see sustainability in action and gain ideas.
- Planting of another 100 native plants along the creek as part of Hillbrook's commitment towards Land For Wildlife.
- Approximately 300 hours of volunteer work in creek revegetation and a further 200 hours from the Environment Club.
- The implementation of two Recycling Rampage days per term to educate the community about difficult-to-recycle items, such as old shoes, x-rays, e-waste, polystyrene, and dental hygiene products.
- A full 660L dumpster of e-waste sent to the social enterprise group Substation 33.
- The submission of a Nabers energy audit for Hillbrook.
- Investigation into the Building Management System and how BenQ Smartboards are being used in order to understand ways to use energy efficiently.
- Investigation into using Recycle Smart as a way of diverting soft plastic from landfill. This endeavour has been helped by the Uniform Infringement supervisors.
- Regular bin audits conducted with a roster of Home Classes to gather data and educate the community about choosing the correct bins for various waste streams.
- 30 Year 10 Students participated in the Climate Fresk activity, with five students and two teachers nominating to be trained as Facilitators for future runs of Climate Fresk at Hillbrook.
- Whole school Tree Day celebration with the planting of three native trees.
- Collaborated with the efforts of Community Engagement and the Year 8 students to reuse bottle caps for educational games.




HILLBROOK
HILLBROOK



3.2 Campus Update & Operations

Hillbrook was fortunate to have weathered the storm of Tropical Cyclone Alfred in March 2025 with little damage, the loss of a few trees and some minor water ingress.

Key staff in the school came together for critical incident planning, ensuring the school was safe for staff and students to return to campus. Loose items were secured and equipment in the Rec Centre was moved to higher ground as a precaution. The Kedron Brook remained within its banks, and the Rec Centre avoided flooding.

The following minor improvements have been undertaken in the last 12 months:

- The 20-year-old tennis court has been resurfaced, and additional badminton equipment has been installed to support the increasing student use and enjoyment of the area.
- The painting maintenance program is underway, with B Block, the upstairs library classrooms, and the Early Learning Centre receiving a fresh coat of paint during the December/January holiday break, ensuring the school maintains its facilities for the long term.
- The music storeroom has been renovated, and a new ventilation system has been installed to reduce humidity, improve air circulation, and protect instruments from damage.
- The Chapel storeroom has been renovated into a new office space for the School Chaplain. The existing Chaplain's office, located at the corner of C Block, will be repurposed to accommodate the ICT student service counter, improving the functionality of the space.
- The Early Learning Centre has been refreshed with a new timber-look vinyl floor, creating a warm and calming atmosphere for the children and families who visit the centre.

Other ongoing projects:

- The review of the School's security and building access systems is ongoing, including upgrades to the CCTV system, and fire system functionality to ensure compliance with national standards.
- Implementation of a new Emergency Management Plan, incorporating additional staff training, updated evacuation drill procedures, and revised response protocols.
- Ongoing review of WH&S policies and practices, with a focus on emergency preparedness and critical incident response planning.

The Hillbrook Garden and Grounds team continues to do an excellent job maintaining our school gardens, ensuring ongoing renewal and enhancement across the campus.



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

Our Communications and Events team has continued to facilitate opportunities for connection throughout this year. We have hosted a variety of events for students, parents, past students and staff, fostering the sense of community that we value so much at Hillbrook.

We would like to thank all members of our community who engaged with us this year, and look forward to continuing to offer these events in the future.

Key achievements for the Communications Team during 2024/2025 have been:

- Event management of:
  - Parent events, including:
    - Parents.Learning events
    - Parents.Connect Welcome Evening
    - Philosopher in Residence Parent Evening
    - Parents.Connect Reconnecting Evening
    - Year 8 and 10 Coffee Mornings
    - Principal Meet and Greets
  - 10, 20 and 30 Year Reunions
  - Year 7 Welcome Chapel & BBQ
  - Family Day
  - Year 12 Careers Expo
  - Year 12 Careers Speed Dating
  - Year 12 Graduation Dinner
  - Tour Mornings
- Reintroduction of social media platforms – Facebook, Instagram and LinkedIn
- Creation and distribution of newsletters, including Past Hillbrookians newsletter and Connecting with Hillbrook for prospective families
- In house graphic design
- Design and skin configuration of new LMS, HQ
- Onboarding of new photo management system, Pixevety
- Design and production of school yearbook, Reflections
- Assistance with twelve Campus Tours for Year 7, 2026 families
- Restructure of Open Days and rebrand to Tour Mornings
- Redesign of school Style Guide
- Project management and copywriting of new Hillbrook website
- Design of Hillbrook Prospectus

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 on our website. Our RAP is approved annually and our current RAP will expire in November 2025. 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 Moreton Bay Council, South Pine Sports Complex, the Anglican Schools Commission and Redcliffe Dolphins RLC to host the Traditional Indigenous Games festival from 2025–2027. Games will bring local mobs together to celebrate culture and learn through sport.
- Facilitating the visit of 150 Geography students to Minjerribah to learn from and spend time with traditional owners.
- Organising a visit from Aboriginal Christian Leader and Wakka Wakka woman Brooke Prentis to provide cultural awareness training to staff.


HILLBROOK
FIRST LEGO LEAGUE CHALLENGE

4.1 Workplace Health and Safety

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

Safety

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 included:

- Working closely with a consultant over the last 12 months to create a comprehensive Emergency Response Procedure. The consultant attended the School and conducted Warden Training with Support Staff. Practical elements of Warden Training are to be undertaken by Support Staff led by the School's Fire Safety Advisor.
- Continual monitoring through the School's Compliance Officer, who undertakes regular monitoring and managing of incident reporting, conducting a thorough investigation when required. These incidents are reported and discussed every two months at WHS Committee meetings.
- Incident reporting capabilities will be enhanced with a new incident recording and reporting web-based risk program to be implemented in the coming months.
- Industrial Technology Skills (ITS) Workshop staff have also undertaken additional safety training on all their power tools to ensure continued best practice and procedures.

Compliance and Regulatory Requirements

Throughout the year the WHS Committee has kept abreast of changes in legislation.

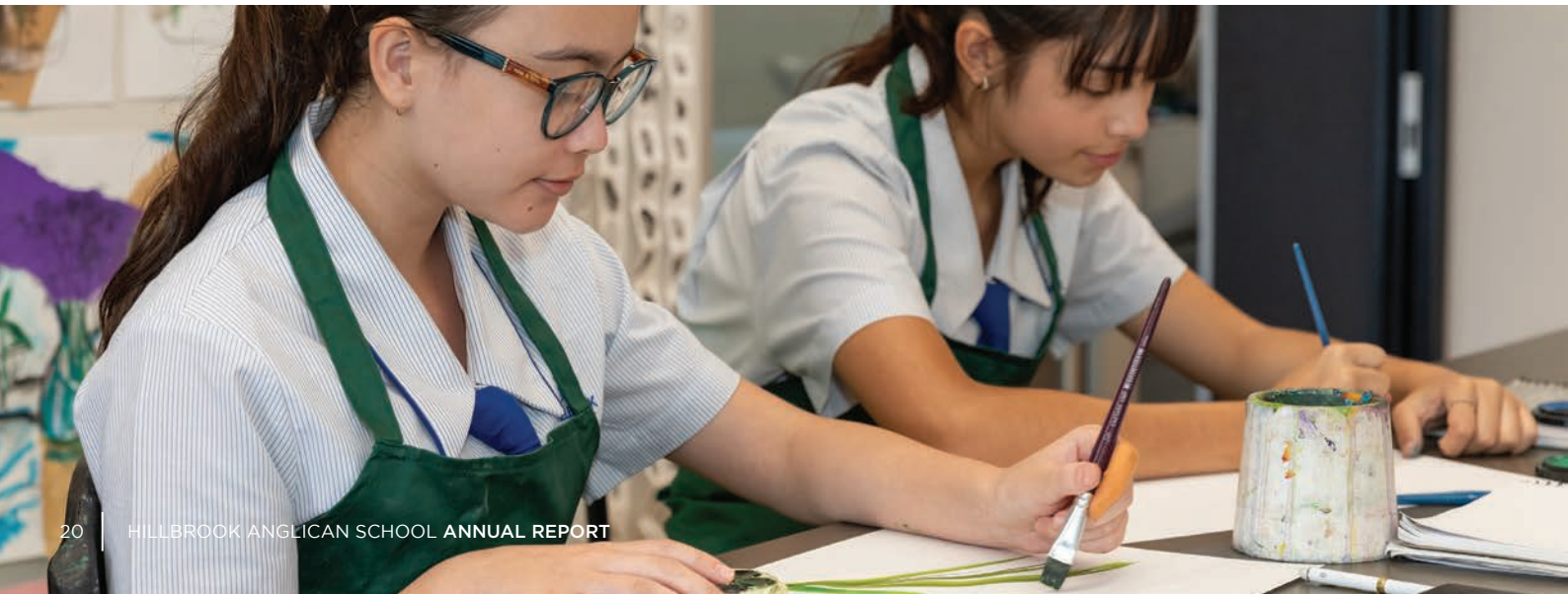
In July 2024 legislation changed with regards to PCBUs having a requirement to invite workers to request an election for Health and Safety Representatives (HSRs). As a result, the School undertook negotiations between the Principal, Union and Workers with regards to the number of working groups. The School settled on three working groups, Science, Teachers and All Others (Support Staff). As a result, three staff members, one from each working group were nominated and voted in as HSRs and undertook their mandatory training.

The School has also implemented a Sexual Harassment Prevention Plan and continues to work on and update School policies as required with legislative changes.

Staff Engagement and Consultation

The WHS Committee has actively engaged with staff to seek feedback, suggestions, and concerns related to Workplace Health and Safety. In October 2024 the School conducted a survey regarding psychosocial hazards through a People at Work survey, a psychosocial risk assessment process recommended though WorkSafe Qld. A focus group was set up to discuss the results of the survey and the group will continue to work with the School Leadership Team and staff to ensure that the School is actively monitoring and addressing concerns.

The WHS Committee is committed to continuous improvement by identifying successes, challenges, and opportunities.



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
- Assessing 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 policies, ensuring the School is adequately protected
  - economic risk factors, including interest rate risk and the use of hedging to protect the School when necessary.



4.3 Student Protection

Hillbrook prioritises the safety of our young people. Their safety is paramount.

Hillbrook's Student Protection Officers are Deputy Principal, Mark Herriman, Dean of Student Wellbeing, Kerrin Holland, Year Coordinator, Claire McNeilage, Classroom Music Teacher, James Whiting, Digital Solutions and Technologies Coordinator, Kerry Batt, Outdoor Educator, Andrew Perry, Outdoor Educator, Joshua Loft, Outdoor Educator, Susanna Derwin, Guidance Counsellor, Sue Forbes, Guidance Counsellor, Catie Dunlop and Guidance Counsellor, Josanne Adam.

Hillbrook completed the ASC 3-yearly Child Protection Audit in 2024 and the full report was presented to the Board.

The Child and Youth Risk Management Committee comprises the Chair (Acting Principal/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. These guidelines inform the School in ways to improve its strategies and policies. Staff at Hillbrook undertake mandatory student protection training on a regular basis to refresh their knowledge and provide skills and strategies to identify, prevent or respond to possible abuse.



5.1 2024 Financial Result

Hillbrook maintains a healthy financial position in 2024 with a $623k surplus and net operating margin of $15.3%.

In line with its campus development master plan, Hillbrook has historically invested significantly in its capital works program. The program was funded through cash reserves, cash from operations and a large loan facility.

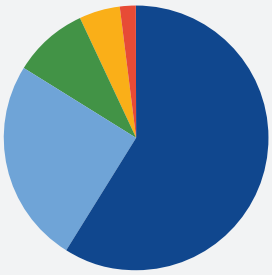
In 2024, the School generated $5M in net cash from operations. These funds were used to cover ongoing minor capital investments and make a total of $4M in loan repayments. Hillbrook continues to focus on repaying its debt and minimising future interest costs.

At year end, Hillbrook's loan balance was $13.1M and net asset position was $39.7M.

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

2% Retail Sales

5% Other Income



9% State Funding

25% Commonwealth Funding

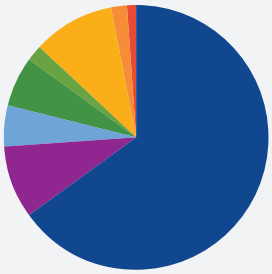
59% Tuition Fees & Other Charges

THE BREAKDOWN OF OPERATING EXPENSES is shown below:

6% Administration Costs

5% Building & Grounds

9% Teaching Expenses



2% Interest Expenses

10% Depreciation

2% Other Expenses

1% Retail — Cost of Sales

65% Salaries & On-Costs

5.2 School Fees

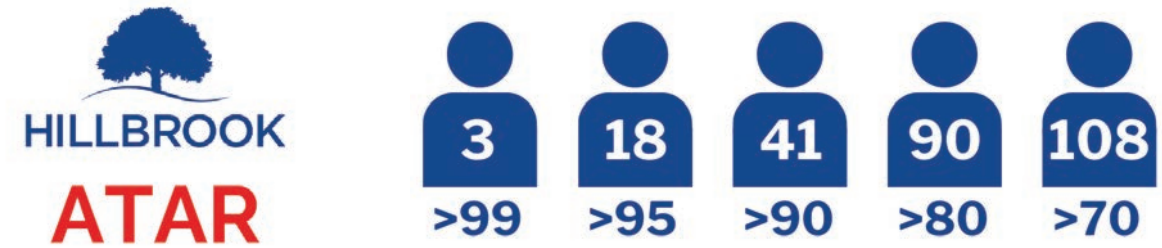
The Board increased school fees for 2025 by 8% to $18,440 per student. This increase was necessary to ensure Hillbrook's financial sustainability given continued losses in government funding into the future, including significant inflationary pressures and wage price increases. The school fee covers 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 3% 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 for 2024

In 2024, 117 of our 140 Year 12s were ATAR eligible. 126 of the 137 eligible students have provided us access to their ATAR.



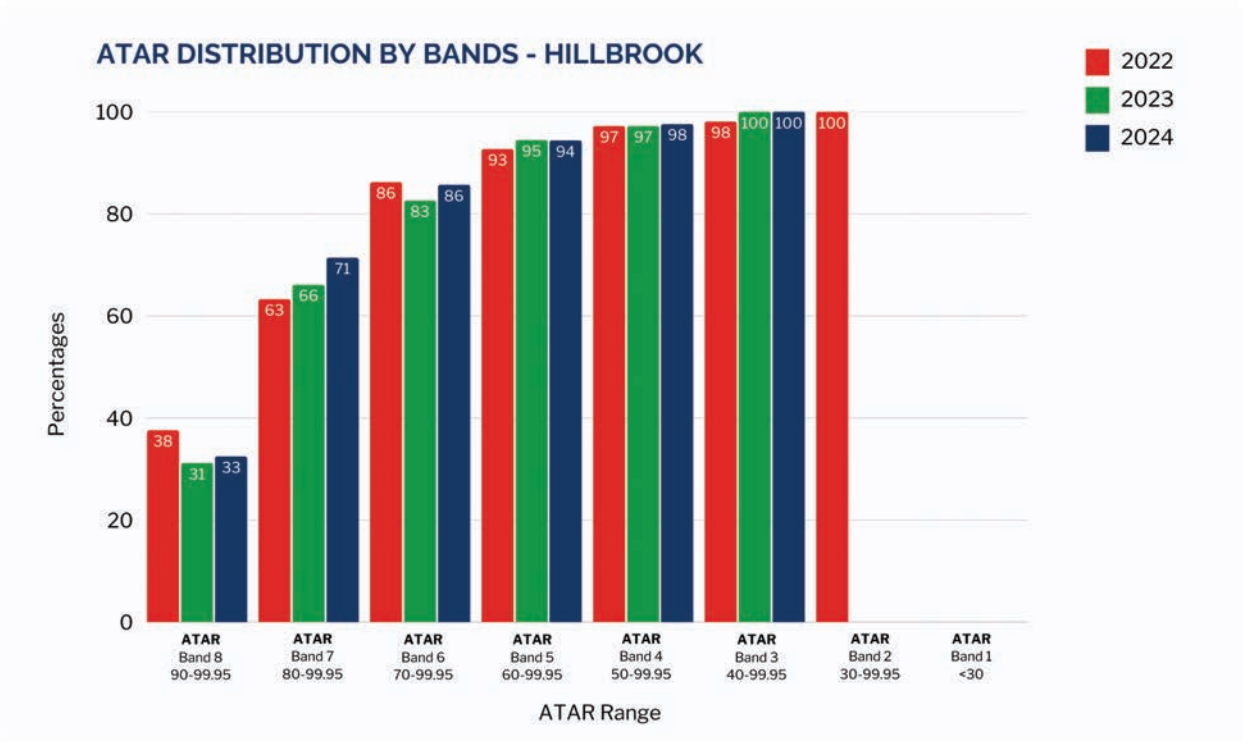




84%
of subject results achieved were
As & Bs

138
students obtained their
QCE





6.2 NAPLAN

Spelling

Year Level	Average Score (Hillbrook)	Average Score (National)
9	585	567
7	570	540

Grammar & Punctuation

Year Level	Average Score (Hillbrook)	Average Score (National)
9	613	555
7	600	537

Writing

Year Level	Average Score (Hillbrook)	Average Score (National)
9	622	574
7	583	540

Reading

Year Level	Average Score (Hillbrook)	Average Score (National)
9	617	565
7	599	535

Numeracy

Year Level	Average Score (Hillbrook)	Average Score (National)
9	614	565
7	597	540

6.3 Government Annual Report

A copy of the Hillbrook Anglican School State & Federal Government Annual Report 2025 is available online here. This report is based on 2024 data and addresses the legislative requirements for both the State and Federal Governments.



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 2025 Welcome Chapel and BBQ
- Supporting Teens with their Anxiety – an information session delivered by Catie Dunlop, School Counsellor and Andrew Devenish, Head of Outdoor Education about how to support teens experiencing anxiety, stress and worry
- 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 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 Velthuizen,
***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 has continued to facilitate connection in our community throughout this year. We are incredibly thankful that so many parents have found time in their busy schedules to commit to the program as class liaisons, providing invaluable support and nurturing our community spirit.

From parent-only events to whole-family occasions, there have been many opportunities for home classes and year levels to come together over the past year. We also extend our gratitude to the parents who have supported Hillbrook in other ways, such as volunteering at the Tuckshop and Uniform Shop.

We look forward to another year of creating connections, and thank all of the parents who have supported *Parents.Connect* in the past 12 months.

Yeshika Naidoo,
***Parents.Connect* Leader**



8.0 A word from the Chair

On behalf of the Board, I would like to extend my congratulations to the students, staff, and broader Hillbrook community for another outstanding year. A special congratulations to the Class of 2024, whose exceptional results have paved the way for a wide range of exciting opportunities ahead. We eagerly anticipate following the journeys they embark on and look forward to hearing about their future successes.

In July 2024, we were pleased to welcome Principal Mark Zietsch, whose wealth of experience and dedication to nurturing Hillbrook's values and vision has already made a significant impact. It was a true highlight to celebrate Mark's commissioning alongside our staff, students, and many esteemed guests. Over the past 10 months, it has been a privilege to collaborate closely with Mark and the School Leadership Team. I look forward to continuing this productive partnership in the future.

The Board has remained focused on our Strategic Plan for 2024–2026, with a continued commitment to the core themes of People, Partnerships, Pathways, and Place. This dedication has driven several important developments across the school, including:

- An expanded alternative pathways program
- The growth of our Sports & Activities offerings
- A renewed emphasis on the recruitment, onboarding and retention of exceptional staff

Alongside these new initiatives, we have continued to invest in the programs that define Hillbrook's success, such as Outdoor Education, Project Active, and our Circular Economy efforts.

I would like to extend my thanks to my fellow Board Directors for their commitment and dedication. In addition to volunteering as Board Members, many also chair sub-committees, and I am grateful for their contributions.

The sense of community within Hillbrook has been notable this year, and I look forward to continuing to collaborate with everyone as we work together to build a strong, dynamic future for our school.

David Marsland, Chair of the Board

From little things big things grow.

– *Paul Kelly*



HILLBROOK

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