



# ANNUAL REPORT 2023

HERITAGE COLLEGE KNOX

977 Burwood Highway, Ferntree Gully VIC 3156

[www.heritage.vic.edu.au](http://www.heritage.vic.edu.au) | ABN 28902 289 126

Annual General Meeting – Saturday 18 May 2024



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# PREFACE

As Christadelphian Heritage College Melbourne (trading as Heritage College Knox) is a registered non-government school, it undertakes to fulfill all of the requirements and responsibilities expected by the governing authorities. One of the mandatory requirements is for Heritage College Knox (HCK) to publicly disclose, by way of an annual report, the school's educational and financial performance measures.

**We educate students for life: to become young leaders with godly values, confidence in learning and a willingness to serve their communities.**

## THE HERITAGE WAY



# COLLEGE BOARD REPORT

2023 has again been a year of significant growth for Heritage College Knox. The Board would like to thank everyone involved for their contribution during this busy year.

The College Board at the end of 2023 was comprised of the following members:

Jack Lawson (Chairman)	Luke Steele (Deputy Chairman)
Zoe Henderson (Secretary)	Michael Newman (Treasurer)
Margaret Tawale	Yvonne McCallum
Paul Bailye	

In all, the Board met 9 times during 2023, as well as holding a full day Strategy Meeting. Most meetings were attended by all members. In addition to these regular Board meetings, the Heritage College Principal's and Chairmen's Conference was held in Adelaide on August 18-20. The Principals and Chairmen from all of our Colleges around Australia attended and the formal and informal program provided a great opportunity to learn from each other and share experiences. Our Principal, Maureen Theobald, attended, along with Paul Bailye who represented the Board in the absence of Jack Lawson.

The Governance Framework used by the Board continues to help clarify and streamline the management of portfolios that are the responsibility of board members. During 2023 the portfolios were consolidated somewhat as follows, with board members responsible:

Secretary & Governance, Finance, Audit & Insurance	Zoe & Michael
Leadership & Risk	Paul & Jack
Curriculum & Learning and People (within College)	Margaret & Jack
Stakeholder Engagement & Master Planning	Yvonne & Luke

Within these portfolios various sub-committees exist to assist the Board in discharging its ongoing responsibilities. We thank all those involved in these sub-committees for their contribution.

Following our full day Strategy Meeting, the Board has agreed on a new format for our Strategic Plan to better reflect our Governance Framework. This will help ensure our regular reporting reflects our longer term strategic goals.

At this year's 2024 Annual General Meeting, in line with our Constitution, two members of our Board have stood down. They are Zoe Henderson and Margaret Tawale. Zoe has kindly agreed to continue for an interim period in the role of Secretary, which the Board greatly appreciates. Margaret has decided not to accept re-nomination and so departs our Board. We are very sad to see her go. Margaret has contributed greatly to our Board, having joined us in 2016. She has been through some momentous times, including the decision to purchase our current property in 2019. She has also been through difficult times and her experience and wise counsel have been greatly appreciated. As an experienced teacher and principal herself, Margaret has provided great support to our Principals and has volunteered much of her own time in classroom assistance. In particular, Margaret has always cared for students with special needs and has left her stamp on the ethos of our college. We have been blessed to have her and will greatly miss her, but we hope to see her often around the College. In the absence of any nominees for this year's Board election, we will seek to appoint a replacement in due course.

We are blessed to have Board members with a wide range of skills and expertise to help progress our school.

During 2023 work continued on developing our new site for the ongoing requirements of the college. The refurbishment of what is now our Food Technology center in the Lower Building was completed. This wonderful facility provides not only delicious food from our students but serves as a general classroom for other subjects. It was officially opened on November 2, with local member of parliament Daniella De Martino attending, along with Angela Dynan and Lindy McArdle from the Block Grant Authority. All were very impressed, not just with the new Centre, but with our school overall, and the food was delicious! I would like to acknowledge the great amount of work done by Luke Steele in managing this project through to completion, and also to express our appreciation to the Boronia Ecclesia for the financial contribution they made to the Project, a further example of their ongoing support for Heritage College Knox.

The BGA continue to support the development of our school and in January this year, signed off on a \$1.75 million government grant towards the building of four new, state-of-the-art classrooms for our school. This is stage one of a very exciting development for our school. This was a strong endorsement from the BGA of the direction they see our school is headed. This project will also require a significant financial investment from the college and we look forward to the continued support of our school community and ecclesias to assist. All of our future plans are, of course, subject to the Will of our Heavenly Father.

During 2023 we have also been doing a great deal of work preparing for the construction of a new crossover at the eastern end of our Burwood Highway boundary. This has been extremely complex, bringing together the requirements of several government departments, and we thank Glenn Wright for the many hours of work he has done on this, as well as the anxiety he has experienced! The project is now in the early stages of construction and will hopefully be completed soon. This will assist in the flow of traffic around our school, which is very important given our growing numbers.

Our college Open Day was held in May, and our sincere thanks also go to all the volunteers involved in helping to prepare the school for that event. The continuing growth in enrolments is a testament to the quality of the education and facilities offered by Heritage College Knox.

Maureen Theobald continued as Principal throughout the 2023 school year. On behalf of the Association, the Board would like to thank her for the tremendous amount of hard work she has done for our school during the past year. Maureen has approached the task with great energy and enthusiasm. She works long hours and manages the school extremely well, maintaining the ethos and educational objectives of our college. Her dedication is an example to us all. The students are delighted, too, to have a principal who at times is so much fun! The ongoing strong growth in enrolments is a testimony to the trust and confidence our school community has in Maureen.

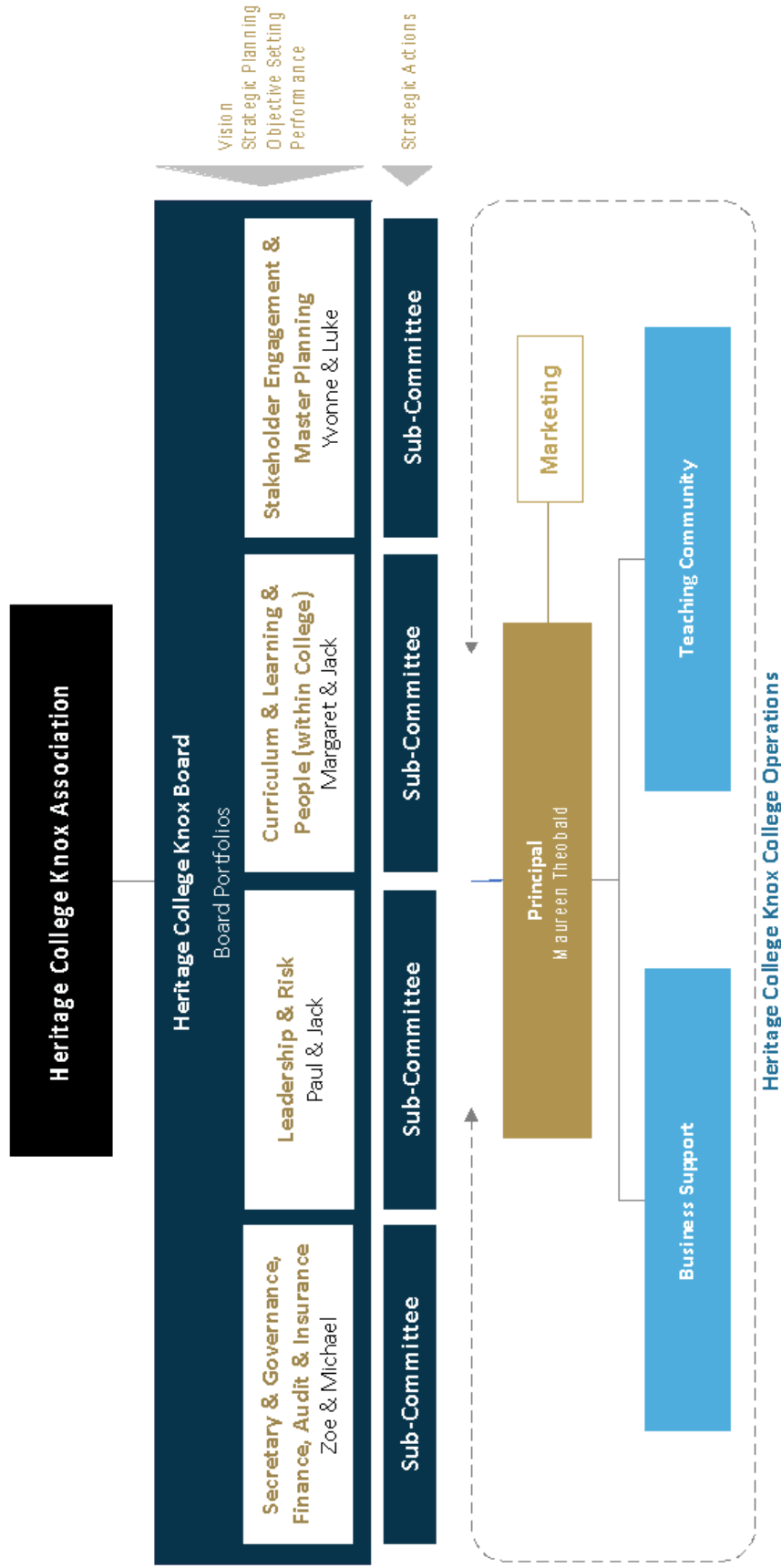
The Board would like to pass on its thanks to all who have contributed to the work of Heritage College in 2023, and who continue to do so in 2024. To all of the teaching staff including teacher assistants, who give so much of their time and expertise. To the administration staff, cleaners, ground staff and others. The school would not be able to operate without you. To our bus drivers, who work many hours to safely transport our children. And again, to the many other volunteers who are doing so much to ensure that Heritage College can continue to provide the great environment that it does for our children. We thank you all deeply. To the parents who entrust the education and care of their children to our school we thank you also. And finally, our students, who make our school what it is and who are always enthusiastic and energetic. As we continue to grow, their care for each other and for Heritage College is wonderful to see. A school community is a multi-faceted entity, and we feel very blessed to work with the community that is Heritage College Knox.

Finally, we thank our Heavenly Father for all His blessings. He has seen us safely through another year, with its many challenges. We can look back and see so many ways that He has blessed and guided us and we pray that He will continue to do so in the years ahead.

On behalf of the Board, Jack Lawson, Chairman

College Board

# Governance Framework



## PRINCIPAL'S REPORT

2023 was another successful year for the College. The school program is settling into some sort of routine; although, growth is providing challenges as programs expand. The growth in numbers of the College from 2022 -2023 was over 40%. This saw a consequent growth in staff and the need for facilities. It was very pleasing to welcome Bridget Gooda on staff. Bridget will take on the role of Assistant Principal in 2024.

In 2023, the primary school remained at four classes and we welcomed 12 Preps to the school and saw the growth of our primary school to 78 students. In the other half of the school, the addition of the Year 9 marked another milestone, and we now have 59 students in the secondary school; just under an average of 20 per year level.

Year 9 is an important year, halfway through secondary school and the year before senior studies and VCE begins. Our aim is to provide students with real life experiences and opportunities while still maintaining a strong academic focus on their studies. All students participate in the Duke of Edinburgh program which provides a focus on service, fitness, learning and adventure.

Academically, the school continues to improve, with students of all abilities making steady gains in learning and their confidence in their ability to learn. The reading program at Heritage is the best-practice, phonics based Little Learners Love Literacy (see page 13) for more details. Additionally, 2023 saw the beginning of a focus on the teaching of writing, which includes the explicit teaching of the function (or grammar) of words in a sentence. In this program teachers work one on one with a specialist from The University of Melbourne to trial and embed improved methods of improving student writing.

Of course, programs are important, but it is the professionalism, expertise and willingness of our teachers, and teacher assistants that make that special difference in the classroom. We are extremely grateful for all the work they do, both in and out of the classroom, caring for our students physical, academic, social and spiritual growth.

Outside the classroom, we have a wonderful school community of parents and volunteers who contribute willingly to maintenance and development, to Parents and Friends, to camps, to reading, and to all the many and varied 'other' requirements of a school. This year saw the development of Stage 1 of the Nature Playground and the transformation of the back area of the school. Many thanks, particularly, to Mr Luke Steele who oversaw the project, and spent hours and days on the tractor strategically moving huge logs into formation. Additionally, the old kitchen and common room was renovated this year into a beautiful new space for Food Technology, for canteen and for ecclesial functions. We are grateful for the State government support of this project.

It seems that there is no time to rest and as the student numbers grow we are becoming increasingly conscious of the fact that the school which seemed to have endless numbers of rooms when we arrived is now filling up and the requirements for new facilities are becoming pressing. We are, therefore very grateful, again to government funding, and to the blessing of our Heavenly Father, to have received further funding for four new classrooms. This project is to commence in 2024 and the classrooms will for the new middle school, and are expected to open for use in 2026.

As the school grows, we believe it is essential to maintain an atmosphere that upholds God as the centre of our days and activities. As our students grow we pray that in their character they will display honour for God and Jesus Christ, excellence, willingness to contribute, kindness and caring. We thank our Heavenly Father for the many blessings he bestows on us.



*Figure 1: 2023 Whole School Photo*

## COLLEGE CAPTAIN REPORT

In 2023, we, Skyla and Josh, were given the opportunity to represent our school as the first senior school captains. Abi Johnson and Nathan Kennard were vice captains and we worked as a team throughout the year. As this was a new position we had no path to follow and it was a great opportunity to start to establish the new roles.

We have been involved in regular events such as running year level assemblies, Open Day, and introducing new students and families to our school on Orientation Day. We also had the fun privilege of visiting our sister school in Adelaide and introducing our Heritage College to them. Visiting a sister school was a first for Heritage Colleges all over Australia and we really enjoyed the experience.

We started a new initiative where we regularly visited the classes in the primary school and ran prayer circles and spiritual thoughts based on the weekly spiritual theme. This was really well received by the primary school classes and we loved sharing this time with them. Next year this role will become a new leadership role for the spiritual leadership captains.

Another new initiative that was really successful was the lunch house team competitions where all students were able to participate in things such as arts and crafts, sports and board games. We worked with the primary school captains and it was great to work with these younger leaders who were very organised and willing.

Another important aspect of being a student leader is that we have been able to support and encourage our fellow peers through being an example and upholding the schools values of honouring God and Jesus, being caring and polite, striving for excellence and contributing willingly.

We are grateful for the opportunity that we have had to watch and help the school grow and we are excited for what is to come in the future.

Skyla Yau and Josh Jowett  
2023 School Captains



*Figure 2: 2023 School Captains – Charlize Sorrell, Johsua Jowett, Skyla Yau and Lawson Steele with the principal, Maureen Theobald.*

# AN INTRODUCTION TO HERITAGE COLLEGE KNOX

Seeking Knowledge and Wisdom ... With God.

Mission Statement

*We educate students for life: to become young leaders with godly values, confidence in learning and a willingness to serve their communities.*

## ***Introduction***

Heritage College Knox is an independent, co-educational, Christian school located in Ferntree Gully. The setting of the College is urban, in the midst of a well-established residential area. The College was established in 2010 through the initiative and cooperation of families from the Melbourne Christadelphian community. It is a sister school to Heritage Colleges in Adelaide, Lake Macquarie (NSW), Sydney and Perth.

In its first year, Heritage College started with 20 students, from Prep through to Year 6. In 2022, the College had 91 students in six classes: Prep to Year 8. By the end of 2022 the College was granted registration to add Year 9 in 2023 and is expecting to be P-12 by 2026.

Heritage draws about 40% of its students from Christadelphian families but welcomes students of all faiths to the College. Students come from the local and wider Melbourne area. The college runs two buses, which collect 40 students most days. Other students are dropped at school by parents.

At Heritage College, all children are valued, and differences are accepted within a supportive school environment. Student wellbeing is a strong focus for the college, with a wellbeing coordinator to support a school-wide approach to wellbeing and a special needs coordinator managing the provision of individual and small group learning support. The curriculum caters for the needs of all children, and the needs of both children with disabilities and highly able children are met appropriately. The college now offers general and specialist facilities in most curriculum areas, with eight general purpose classrooms, an Art room, a Music room, a Science laboratory, a Wood Technology Centre and a library. The grounds include a garden area, a playground area, a sports oval and a full-size multi-purpose court.

## ***Child Safety***

Heritage College Knox strives at all times to maintain a culture of child safety. Heritage College has satisfactorily met the requirements of the implementation of the 'Child Safe Standards', and is currently up-to-date with all new minimum VRQA requirements.

# STUDENT OUTCOMES IN NATIONAL ASSESSMENTS

## NAPLAN

Due to the small numbers of NAPLAN participants at HC Knox each year, caution should be used when drawing conclusions from data. It cannot be concluded with statistical certainty that the students performed at a higher or lower level than Australian students on average.

Outlined below is the average HC Knox student achievement compared to the average achievement of students in Australia over the last five years. The phrases are taken directly from the ACARA "My School" website.

	2023	2022	2021	2020	2019
<b>YEAR 3</b>					
Reading	Close to	*Below reporting threshold	*Below reporting threshold	No testing: NAPLAN cancelled due to COVID-19 restrictions	*Below reporting threshold
Writing	Close to				
Spelling	Close to				
Language Conventions	Close to				
Numeracy	Close to				
<b>YEAR 5</b>					
Reading	*Below reporting threshold	Close to	*Below reporting threshold	No testing: NAPLAN cancelled due to COVID-19 restrictions	*Below reporting threshold
Writing		Close to			
Spelling		Close to			
Language Conventions		Close to			
Numeracy		Close to			
<b>YEAR 7</b>					
Reading	Close to	Close to	*Below reporting threshold	No data prior 2021	No data prior 2021
Writing	Close to	Close to			
Spelling	Close to	Close to			
Language Conventions	Close to	Close to			
Numeracy	Close to	Close to			
<b>YEAR 9</b>					
Reading	*Below reporting threshold	No data prior to 2023			
Writing					
Spelling					
Language Conventions					
Numeracy					

\*The NAPLAN results are limited due to the sample size which in many cases is less than 11 (below the reporting threshold).

Even in year levels where there are comparable results it needs to be noted that the group size is under 20 and individual results can significantly skew the data.

The NAPLAN participation rate in 2023 was 95% which is equivalent to the national participation rate.



# TEACHING READING AN EVIDENCE-BASED APPROACH



## Reading for Real

If you ask a five-year-old why they are going to do at school they will usually tell you they are learning to read. At Heritage we take reading extremely seriously. The Heritage reading is based on a program called Little Learners Love Literacy. It is a totally phonics-based program from Day 1.

Students learn the sounds of the letters, matching the letter with the sound. Research has shown that reading is most effectively learned through the aural pathway, not the visual. It is extremely important that students receive lots of exposure to the sounds the letters make, rather than just using pictures as cues or memorising the look of words.

When children learn to read at Heritage they focus on letters and sounds so by the time they start real 'reading' they are reading the writing, not the pictures. By the end of Prep, most students are reading above the expected level.

However, research also shows that there are always students who struggle with the process of reading or who are not quite ready to learn. From Prep at Heritage we ensure that there is targeted support for students who do not find reading easy. For many of the students who have joined the school with reading difficulties access to our remedial programs has enabled these students to make great gains in their reading.

Heritage - it's a great place to get an education.

# PROFESSIONAL LEARNING AND TEACHER STANDARDS

## Teacher Standards

Category	Number of teachers
Teachers who have teaching qualifications from a higher education institution within Australia or as recognised within the National Office of Overseas Skills Recognition (AEI-NOOSR) guidelines and who are registered with the Victorian Institute of Teachers (VIT)	15

## Professional Learning

Throughout 2023, HCK staff, volunteers and Board Members undertook the following external professional development activities. Each participant who attended separate professional development was available to present relevant information at subsequent meetings and/or through other collegiate conversations.

Description of professional learning activity	Number participating
<b>Mandatory Training</b>	
Provide CPR HLTAID001	All staff
Provide First Aid HLTAID003	All staff
ASCIA Anaphylaxis in schools Victoria E-training	5
Asthma Australia – Asthma First Aid for School	9
Asthma and emergencies in workplace 22556VIC	3
First Aid Management of Anaphylaxis 22578VIC	3
(Non-Government Schools) Protecting Children – Mandatory Reporting and other Obligations	15
Child safe policy presentation (1 hour)	All staff
Protecting Children – Mandatory Reporting and other Obligations for the Board	Board
Child Safe policy workshops and case studies (2 hours)	15
Emergency Management Plan Role plays	All staff
Future Directions – School Review and Data Analysis	All staff

Description of professional learning activity	
<b>Teaching and Learning Training</b>	
Grammar and Writing (Masterclasses), presented by Marian Nicolazzao (Melb Uni) (16 hours)	4
VCE English Best strategies for teaching Framework – Protest (1 hour)	1
New VCE Psychology Design - Alisha Mueller (4 hours)	1
VCE English and EAL implementation VCAA (2 hours)	1
Religion and Society Examiners report (1.5 hours)	1
EAL Examiners Report	1
Spike Prime Robotics (8 hours)	1
NAPLAN Reporting and Data Service Online Session	2
MacLit Training	2
Securing Exemplary Behaviour to Optimise Phonics Teaching (Free webinar)	1
Building Teacher Efficacy through Instructional Leadership (Free webinar)	1
ISLPR Victoria - Professional Development MOC ENG Test & Training	1
Audit of NCCD - Schools Sharing	2
Bus Licence	1
VCAA Training (EAL Assessor)	1
Selective Mutism Clinic - Selective Mutism Webinar	1
Future Directions – School Review and Data Analysis	All staff
VCOP and Big write	1
Science of Reading (through La Trobe Uni)	1
T2L Graduate Teachers' conference	1
Melbourne Auslan Teachers Workshop	1
EAL Exam marking (VCAA)	1
<b>Administration Training</b>	
Funnel/Digistorm platform training	1
Independent Schools Victoria -MJ - Advanced skills for elite personal assistant	1
Work sharing/experience – other college	1

## WORKFORCE COMPOSITION

Full Time Equivalent	Male	% of total	Female	% of total	Combined total
Teaching	6.1	21.2	9.4	32.5	53.7
Learning Support	0.1	0.3	8.2	28.3	28.6
Administration	0	0	3.4	11.8	11.8
Maintenance	0.8	2.8	0	4.9	2.8
Bus	0.4	1.4	0.4	1.7	3.1
TOTAL	7.4	25.8	21.4	74.3	100.0

We are also extremely thankful to the many volunteers who assist the school in many different areas. In 2023, there were no Indigenous staff working at the College.



*Figure 3: 2023 Staff at Heritage College Knox*

# STUDENT ATTENDANCE AND MANAGEMENT OF NON-ATTENDANCE

## Attendance Rate

The student attendance for 2023 was 91% on average, which is higher than the attendance rates of the previous year. COVID saw us hit an all time low and since then we have seen an almost 3% increase in the average attendance rate. The rates continue to be lower than pre-Covid but this is primarily the effect of a limited number of students who are still struggling to return to the school after remote learning.

Attendance Rate by Year Group	
Year Level	Percentage
Prep	93%
Year 1	92.5%
Year 2	92%
Year 3	92%
Year 4	89%
Year 5	92%
Year 6	93%
Year 7	93%
Year 8	89%
Year 9	84%
Total average	91%

## Management of Non-Attendance

Heritage College traditionally has relatively low rates of absence, with student non-attendance being due mainly to illness or holidays. For absences of extended periods such as chronic illnesses, students are supported and encouraged to continue as far as possible with the academic work covered by their class during their period of absence.

For the handful of students who are still struggling with attendance, the College is working closely with families to support more regular attendance. This includes a range of strategies such as but not limited to: Individual Learning Plans, online support, limited days of attendance, uniform adjustments and wellbeing support.

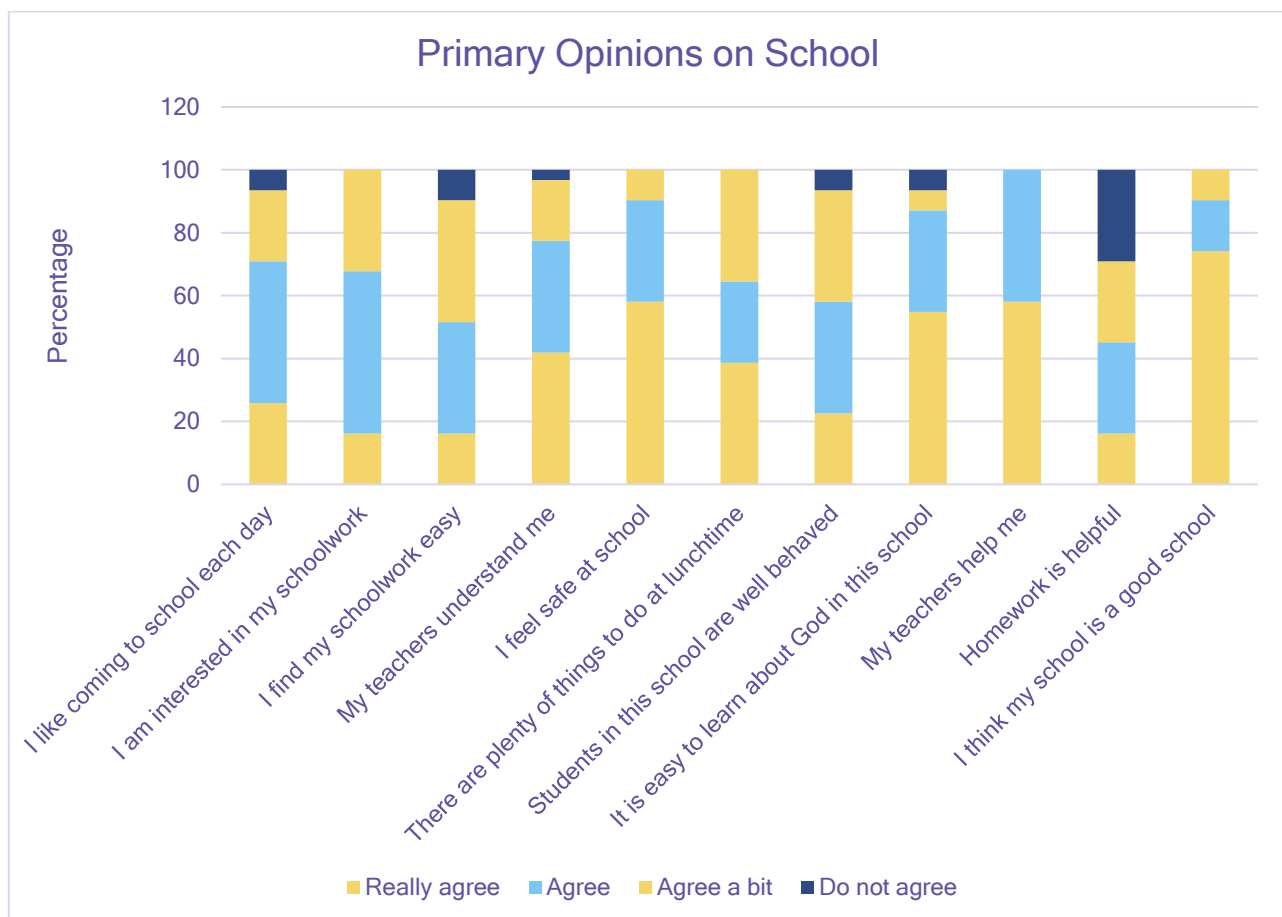
# STUDENT, PARENT AND TEACHER SATISFACTION

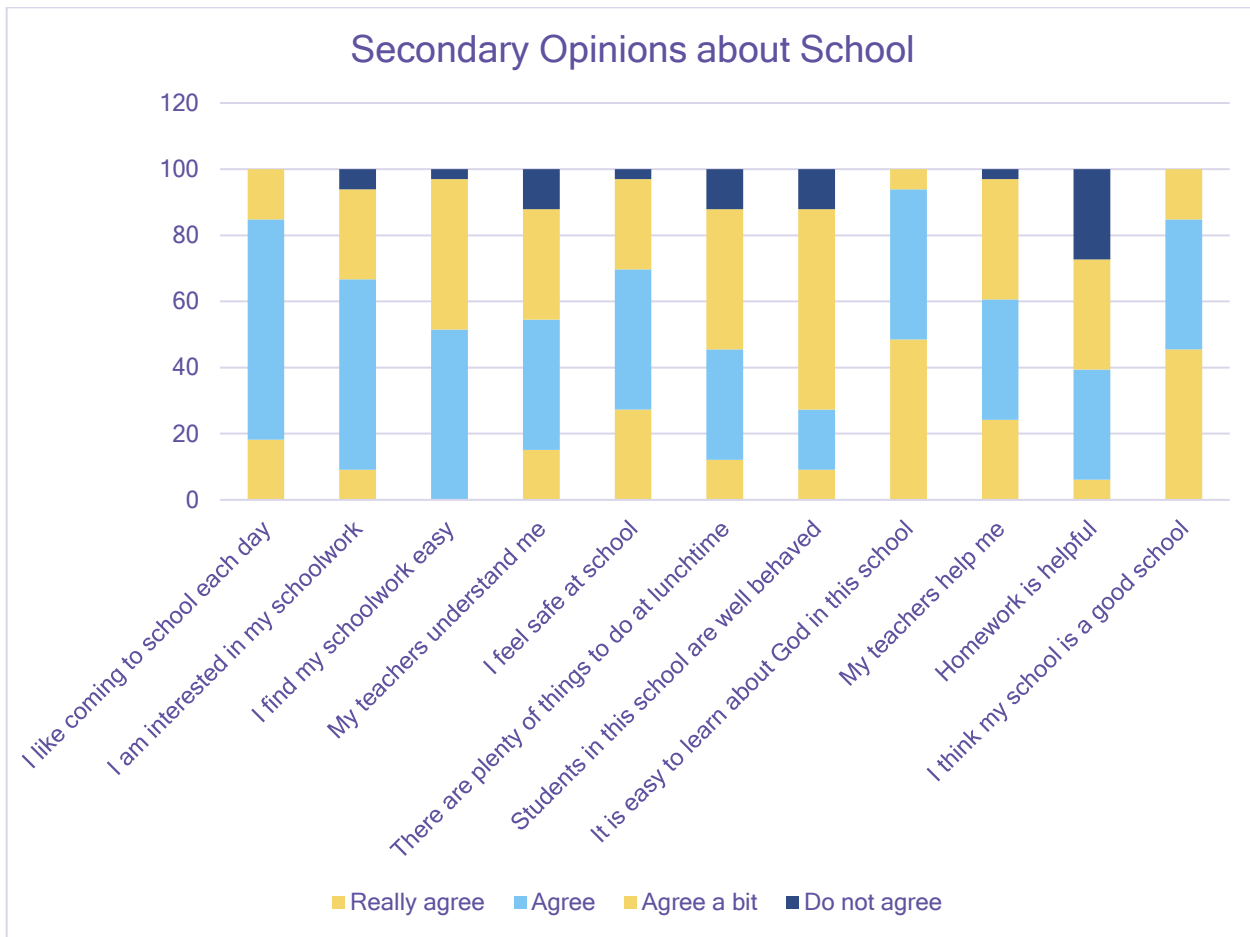
## Student Opinion Survey 2023

The student opinions on school were encouraging on the whole with most students feeling positive about their schoolwork and the College, both Primary and Secondary.

There are manifestly variable opinions in the view of homework which is echoed in the parent survey. In Primary school, homework from Prep to Grade 4 is limited to reading each night and learning times tables, in Grades 5-6, to reading at night and Maths once per week. In Secondary, Years 7-8 are expected to 1 – 1.5 hours per night and this increases through Years 9-12.

Research on homework has demonstrated that there is limited value for homework in primary school, however in secondary school, sound, consistent homework habits prepare students for senior studies and correlate closely with achievement.



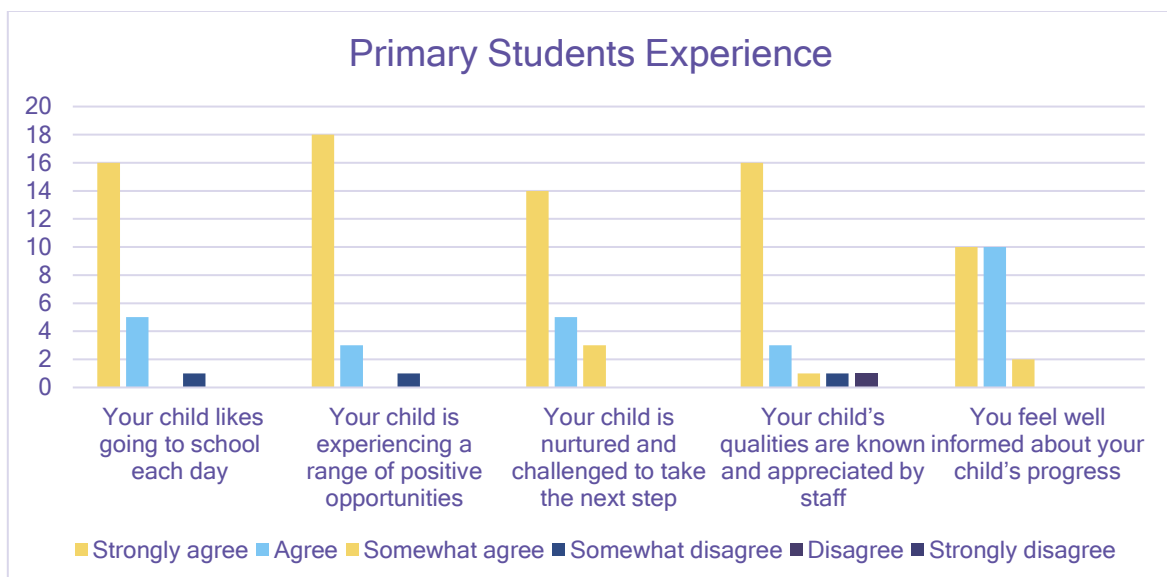
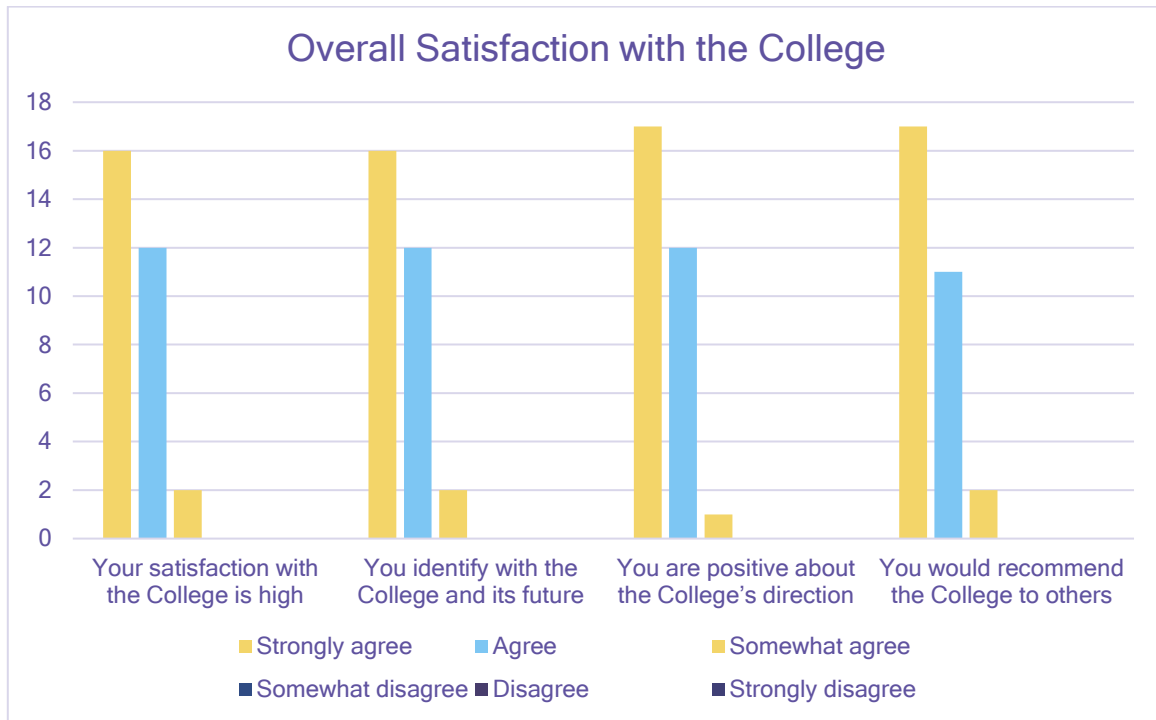


## Parent Opinion Survey 2023

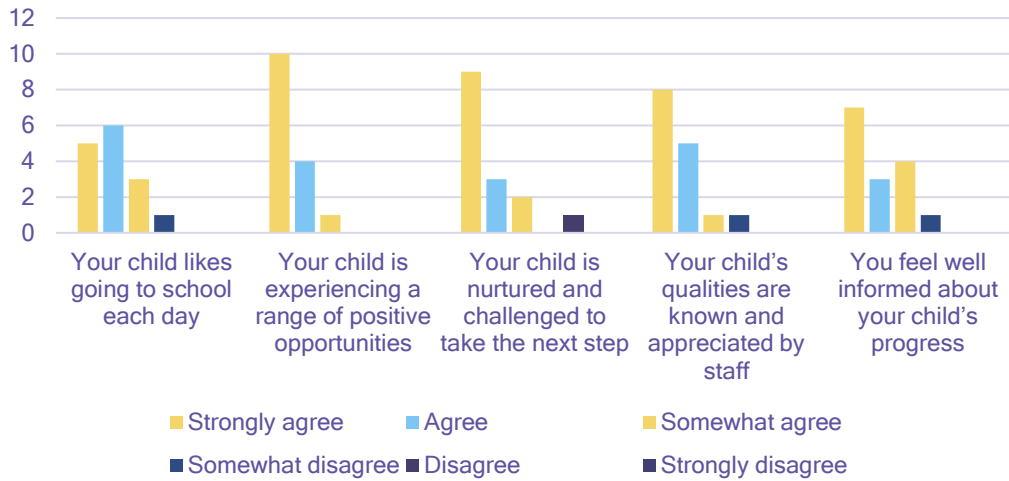
The Parent Opinion Survey shows high satisfaction with the College, with a third of families completing the survey.

As the College grows, areas such as communication are being reviewed to ensure that parents continue to feel informed and welcome in the College.

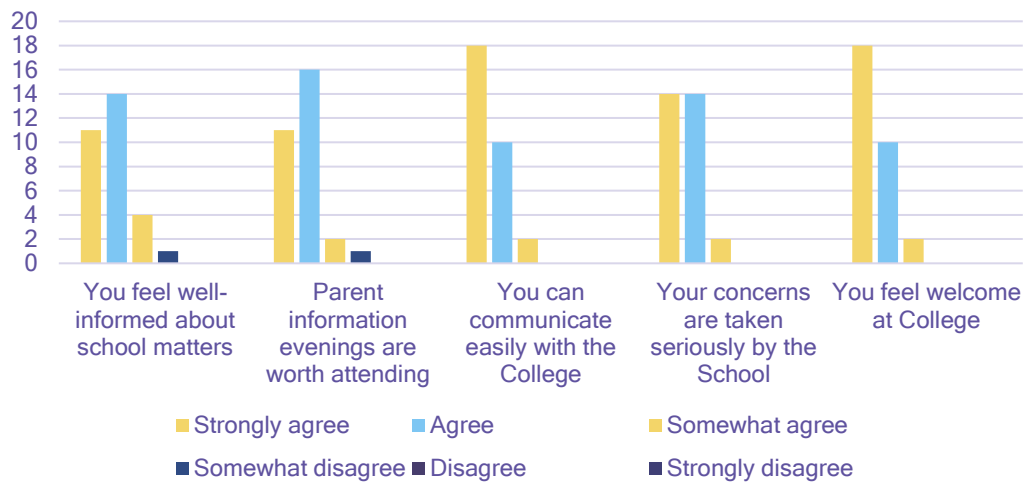
Staff are well respected and parents continue to feel that their students' learning is supported.



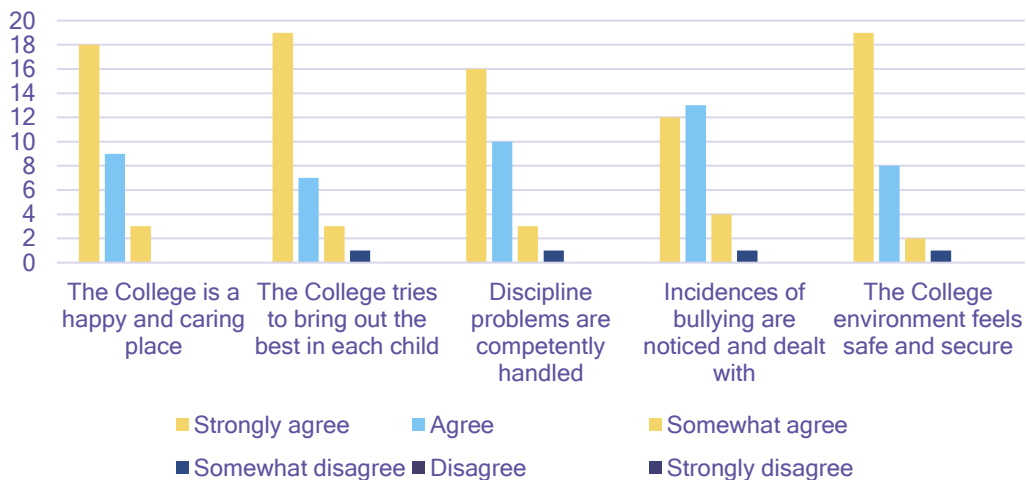
## Secondary Student Experience

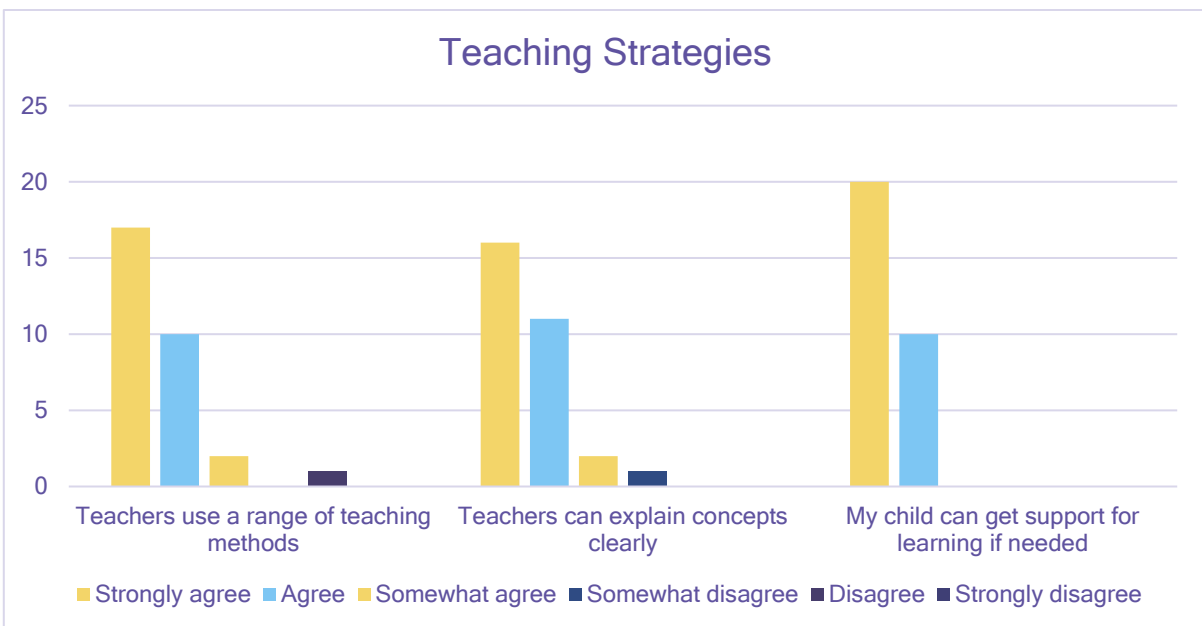
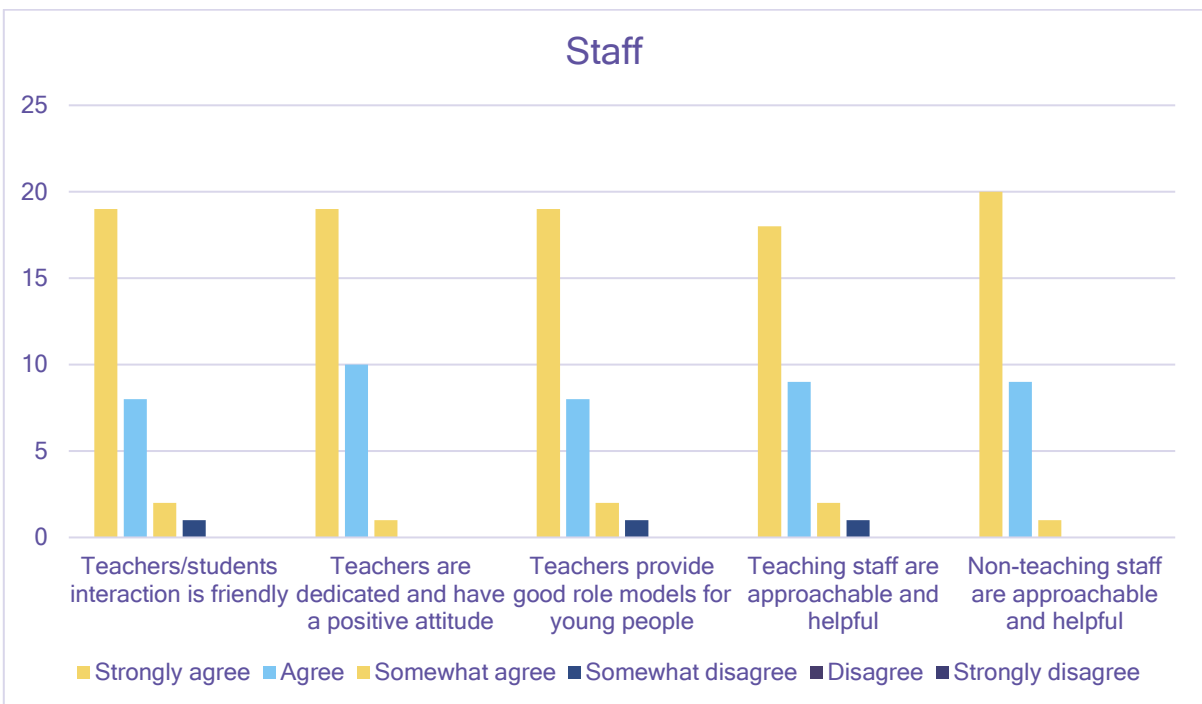
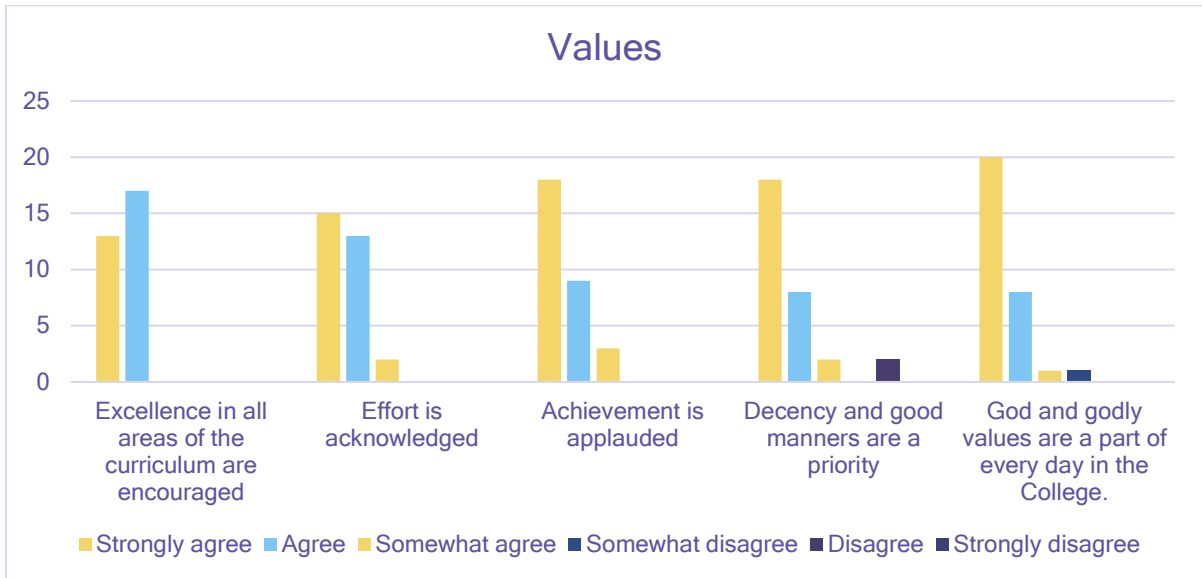


## Communication



## College Environment

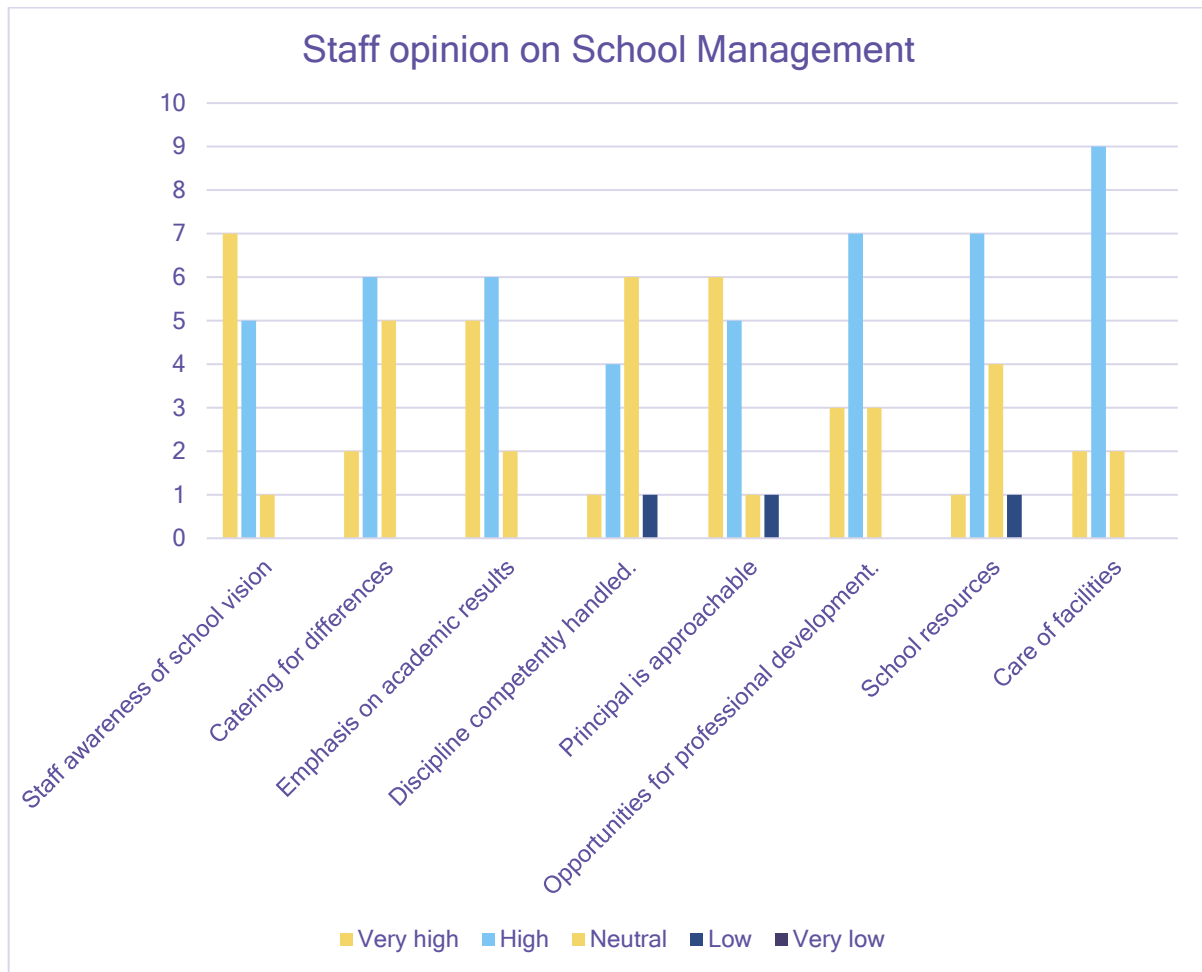


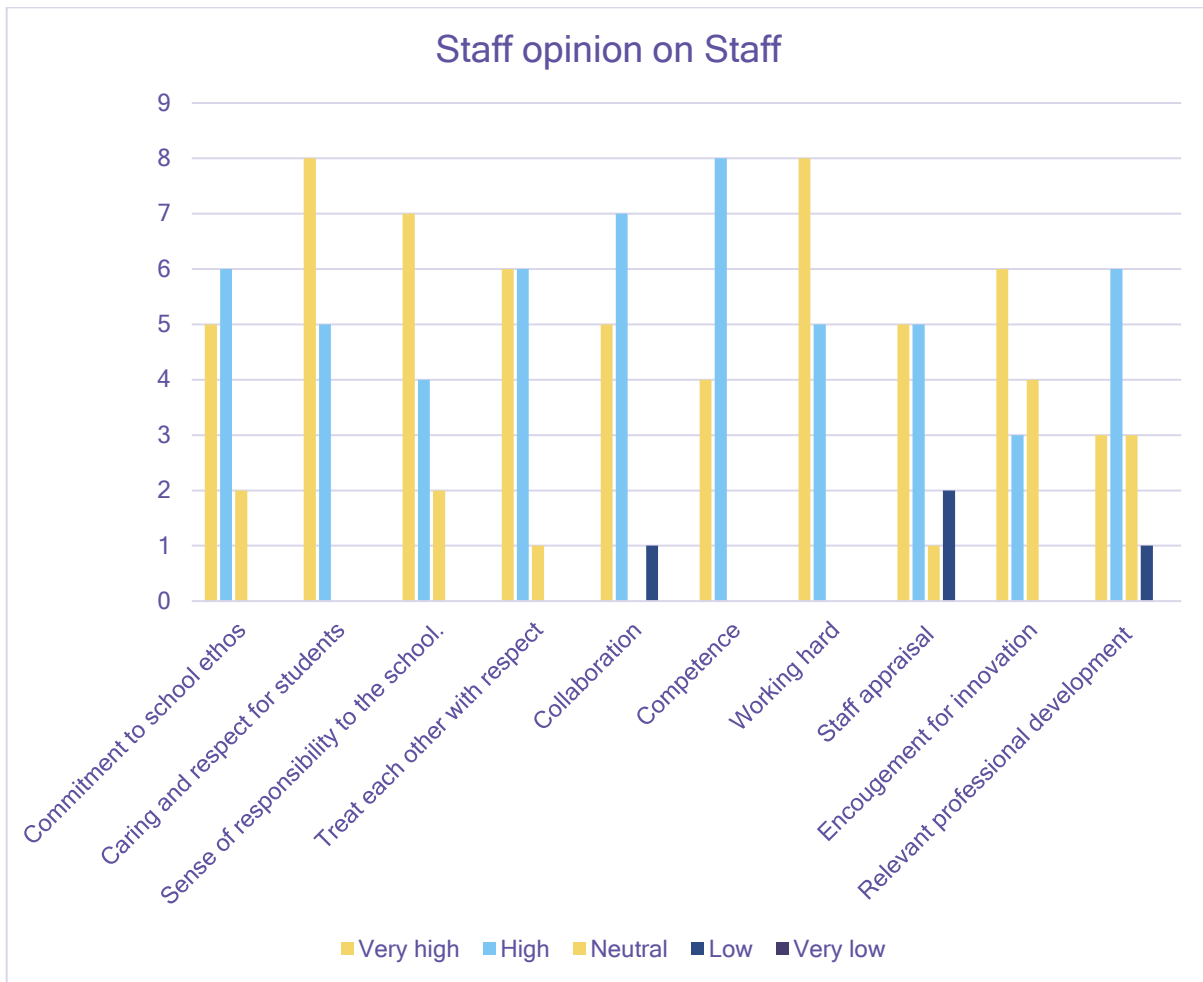


## Staff Opinion Survey 2023

This data is an aggregate of teachers and teacher assistants who work in the classroom. Overall, the data has maintained a high level of satisfaction with the College.

The College growth has seen a continued increase in the number of staff, particularly in the secondary area. Catering for differences in the classroom is an ongoing demand for teachers as despite the smaller classes, there is a significant range of learning abilities in the classroom.





## SUMMARY OF FINANCIAL INFORMATION

The 2023 financial statements underscore further strengthening of the College's financial position. The surplus in 2023 was up 16% to \$813,524.

While in 2022, the Operating Surplus was 9% of underlying revenue, in 2023, the Operation Surplus was 20% of underlying revenue. This is a testament to the strong financial controls and management implemented by the Principal and Business Manager.

The strong Operating Surplus is critical to enable:

- Infrastructure expansion plans for the College to support enrollment growth
- Enable debt reduction strategies
- Support College growth by funding curriculum enhancements and improved facilities
- Fund further property acquisitions to benefit long-term College operations

The key driver for the College's improved financial outcomes is increased student numbers. The Board is particularly delighted in the enrolments for 2024 providing a positive fiscal projection for the coming year.

The increased federal interest rate adjustments has impacted the College's cost of capital, with an 80% increase from last year to this year to \$231,827.

The College continues to benefit from the generosity of its Association members and broader stakeholders within the Brotherhood through the provision of both financial resources and valuable time. The Board is indebted to all stakeholders for their ongoing practical and financial support of the College.

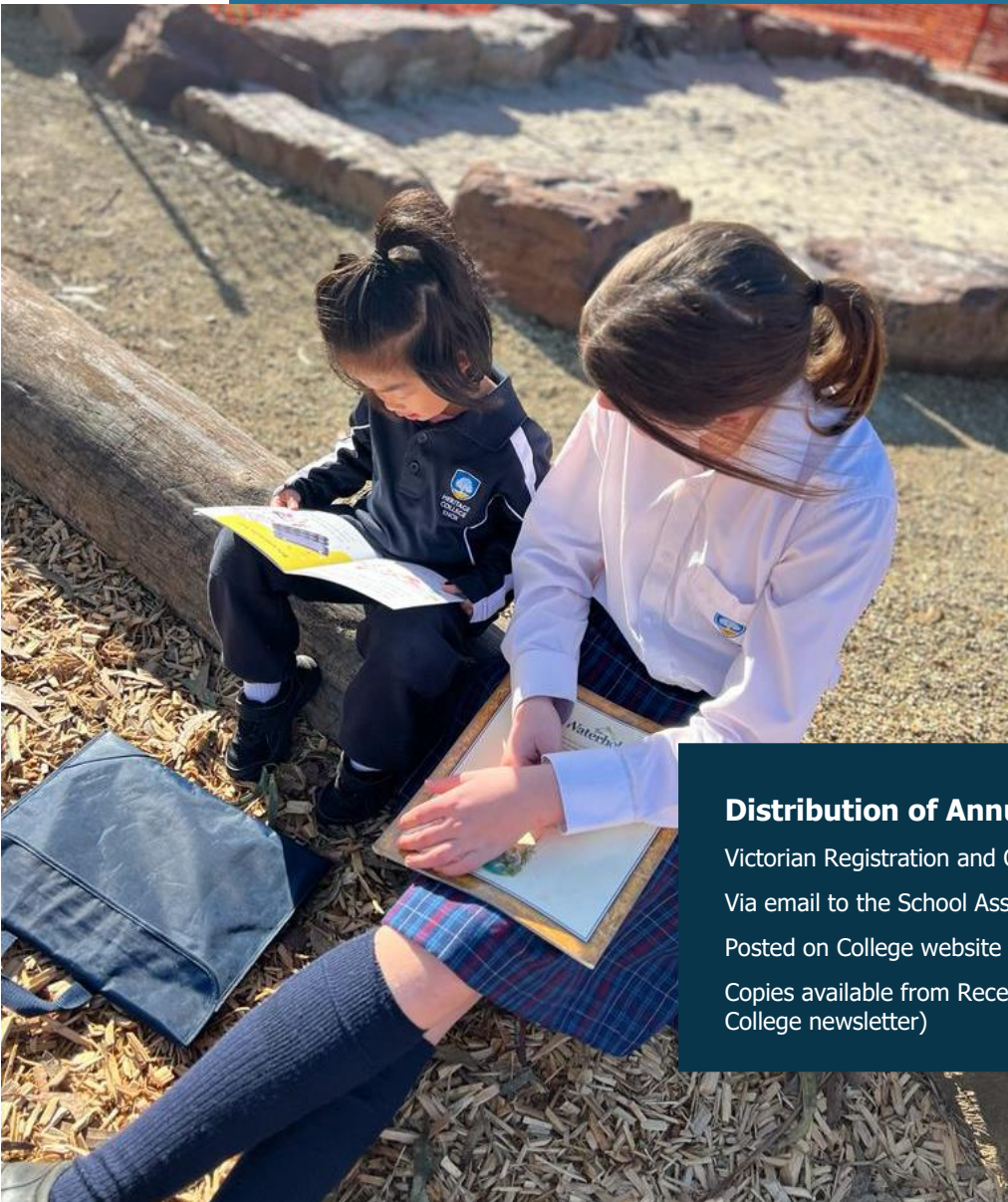
The following tables reflect a summary of the financial information on income and expenditure of the College:

Operating Costs Percentage	2022	2023
Employment costs	69%	68%
Interest and Finance Charges	6%	7%
School Operations	7%	6%
Property & Maintenance Costs	6%	6%
Depreciation	5%	5%
Other	7%	7%

Operating Income Percentage	2022	2023
Tuition	9%	10%
Commonwealth Grants	68%	70%
State Grants		11%
Uniforms and Bus	1%	1%
Donation and Fundraising	5%	3%
Major Donations	15%	0%
Other	2%	5%



**HERITAGE  
COLLEGE**  
KNOX



### **Distribution of Annual Report**

Victorian Registration and Qualifications Authority

Via email to the School Association

Posted on College website – [www.heritage.vic.edu.au](http://www.heritage.vic.edu.au)

Copies available from Reception (and advertised through the College newsletter)