PEDARE
An R-12 Anglican and Uniting Church School

PEDARE CHRISTIAN COLLEGE INC.

FORTY FIRST ANNUAL GENERAL MEETING

6.00 pm on Monday, 25 May 2026

in the College Lecture Theatre

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FORTY-FIRST ANNUAL GENERAL MEETING

To be held at 6.00 pm on Monday, 25 May 2026
In the Lecture Theatre, Catford Building

AGENDA

1. Welcome and Acknowledgement of Country
2. Opening prayer
3. Apologies
4. Confirmation of Minutes
   - 2025 Annual General Meeting and Business Arising **[p. 3-6]**
5. Tabled Report by the Board Chairperson **[p. 7-9]**
6. Tabled Report by the Principal **[p. 10-22]**
7. Financial Report for 2025 and Tabled Report by the Business Manager **[p. 23-56]**
8. Board Nominations **[p. 57-69]**
9. Appointment of Auditor
10. Other Business as permitted by the Constitution
11. Closing prayer
12. Meeting close

PEDARE CHRISTIAN COLLEGE INC.
MINUTES OF THE 40th ANNUAL GENERAL MEETING ('AGM')
HELD AT THE COLLEGE ON 26 MAY 2025

Quorum: The Chairperson of the Pedare College Board, Mr Bronte Wilson commenced the meeting and confirmed there were 43 members in attendance and therefore a quorum had been reached.

1. **Welcome**

   Mr Wilson welcomed attendees, and officially opened the Annual General Meeting at 6.02pm with an Acknowledgement of Country. He advised that in accordance with Clause 6 (k) (iii) of the Constitution, voting would be by a show of hands, with a majority required to pass the resolution.

2. **Prayer**

   College Chaplain Miriam Smith provided an opening prayer.

3. **Apologies**

   The Most Rev'd Geoffrey Smith, Anglican Archbishop of Adelaide, Rev Peter Morel, Moderator UC, Archdeacon Sam Goodes, Dr Valerie Aloa, Rev Rick Maude, Rev Jonathan Button, Neil Larcombe and Coral Larcombe. The apologies were accepted.

4. **Confirmation of Minutes - 2024 Annual General Meeting and Business Arising**

   Mr Wilson asked attendees to review the draft Minutes of the 39th Annual General Meeting held on 20 May 2024 as included in the meeting papers, and as made available prior to the meeting on the Pedare website. A Motion to accept the minutes as a 'true and fair' record of the meeting was *Moved* by Mr Matthew Elding and *Seconded* by Dr David Phillips. ***With all members in favour, and none opposed, the Motion was Carried.***

   There was no Business Arising from the last meeting.

5. **Tabled Report by the Board Chairperson**

   The Board Chairperson's Report was tabled, and Mr Wilson shared his gratitude and thanks:

   - For the calibre of the dedicated team who provide such high-quality education
   - Continuing staff and new staff who have worked well together in leadership in 2024
   - Barry Atwell for his wisdom and intimate knowledge as he stepped out of the role of Chair of the Board during 2024
   - The College Leadership Team and various presenters at Board meetings
   - The Principal and Business Manager as they oversee the running of the College
   - Governance and strategic risk management with the support of the Governance and Risk Committee

   In addition, Mr Wilson spoke about:

   - The new Senior Learning Centre – noting as a Board we do not rest on these accomplishments
   - Engagement of an external consultant to conduct a Board Effectiveness Review
   - Gave thanks to outgoing Board member, Ms Susie Vincent, for her almost 13 years of service to the Pedare Board. Ms Vincent's expertise in financial management and contributions as the Chair of the Finance Committee enabled the funding of the One College and Senior Learning Centre building projects. He noted Ms Vincent has agreed to remain on the Finance Committee (which will now be Chaired by Mr Craig Moore) and the College remains very grateful for her ongoing support.

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PEDARE CHRISTIAN COLLEGE INC.
MINUTES OF THE 40th ANNUAL GENERAL MEETING ('AGM')
HELD AT THE COLLEGE ON 26 MAY 2025

6. Tabled Report by the Principal

Mr Tamblyn's report was tabled. He welcomed attendees and thanked them for their commitment to the College. He acknowledged the lands of the Kaurna people, and provided an overview of his report, noting he is proud of our students, the commitment to their learning and kindness to one another.

He gave thanks to:

- Members of the Pedare community for their support in 2024
- Staff, noting the quality of a school cannot exceed the quality of its staff
- College Board and Committee members, acknowledging the work that they do in these volunteer roles
- Board Chairperson Bronte Wilson, Business Manager Amanda Simpson and Executive Assistant Karen Stanbury

Mr Tamblyn noted the following:

- 2024 was the fourth year of our current Strategic Plan
- Very strong academic data shows the quality of the work being done
- 2024 SACE results were received in December, and we are incredibly proud of the accomplishments of all of our students
- Junior School International Baccalaureate Primary Years Programme (IB PYP) evaluation was completed in May, with the official report from the IB very positive and affirming our work
- Junior musical production of Aladdin, showcasing Year 4-7 work of students
- Sport & extra-curricular, and music programs continue to grow
- The rapid evolution of Artificial Intelligence (AI) in 2024, and the new generative AI policy, noting:
    - Students are supported to understand AI and how it can assist their learning
    - The College promotes and models the ethical use of AI information when appropriate
    - The enormous challenges associated with this

  Mr Tamblyn thanked our staff who are working in this space
- Attendance at the Dallas Texas World VEX Championships, where our 'Next Gen' team, comprising of seven Year 12 students, was awarded the Sportsmanship Award
- 2024 worship program and the forming of a Chaplaincy team as John Morton reduced his work days to two days a week, and Miriam Smith and Alaina Frost brought their skills to the role, providing great support to teachers in the Christian Life program
- The Student Relationship and Engagement policy was developed and implemented
- Establishment of a new Community, Petworth
- The work of the P&F Committee raising significant funds to benefit our students - and thank you to the Chairperson of our P&F, Mr Dale Clayton
- Hosting the Remembrance Day service with Golden Grove High School and Gleeson College, where students and staff gathered for a combined service on Jackson Oval

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- Growing enrolment numbers from 1118 in 2023 to 1134 in 2024 and the significant spaces required to host the growing numbers
- New SLC project will be named Catford Building to honour the Founding Principal of the College, Geoff Catford and his wife Jan. The large independent study space for senior students will be connected to beautiful landscaped areas, and be available for senior student use both before and after school.

The Chairperson invited Mrs Amanda Simpson (College Business Manager/Board Secretary and Public Officer) to the floor.

7. Tabled Report by the Business Manager and Tabled Financial Report for 2024

The Business Manager's report was tabled. Mrs Simpson noted the College's strong financial performance in 2024, and expanded on the following –

- a collective commitment to sound financial management, and ongoing growth in enrolments
- meeting the day-to-day operational needs and strategically investing in the long-term future of the College
- 1156 full time students, an increase of 39.6 FTE students
- further increases in the proportion of students requiring additional learning support
- significant capital investment in new Senior Learning Centre
- enhancement of existing facilities and learning environments
- SA Government Capital Grant support.

7.1 Financial report

The Financial Report including Financial Statements, and the Independent Audit Report from William Buck, was tabled, providing an overview of the College's financial performance for 2024 and a summary of the financial position at the end of 2024.

- Operating Surplus of $2.93m
- Operating income increased by $2.56m (10% on prior year)
- Operating expenditure increased by $1.74m (7%)
- Tuition fees and Commonwealth Recurrent Grant Funding remain the largest sources of income
- Salaries and associated expenses continue to be the largest expenditure category representing 69% of total expenditure
- Cash on hand increased by $1.85m (36%)
- Value of property, plant and equipment rose by 16%.

Mrs Simpson reported on the $15m loan facility with Bank SA to fund the new Senior Learning Centre, on the paying down of loans during 2024, and changes to Government funding due to an increase in the College's Direct Measure of Income (DMI) score.

8. Board Nomination

Mr Wilson advised that in accordance with the requirements of the Constitution, on 21 March the Board called for nominations from suitably qualified people to fill a vacancy on the Pedare Board.

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One nomination was received and reviewed by the Board's Nominations Committee who assessed the nomination against the College's Skills Matrix and Gap Analysis. The Nominations Committee recommended the nominee to the Board, following which the Board reviewed and made a recommendation of that nomination to the AGM.

The details of the nominee were posted on the College website on 9 May and they are also provided in your papers this evening.

The nomination for consideration this evening is from Ms Stephanie Tonkin. Ms Tonkin is currently a member of Pedare's Governance and Risk Committee, a role she held since September 2020. Under the terms of the Pedare Constitution, Board members are appointed for three-year terms and I would now like to ask for somebody to move a motion.

A Motion that Ms Stephanie Tonkin be elected to the Pedare Board in accordance with clause 7 of the Pedare Constitution was *Moved* by Mr Barry Atwell, and *Seconded* by Mr Craig Moore. **The Motion was agreed unanimously by a show of hands, and therefore *Carried*.**

9. Appointment of Auditors

Clause 16 of the Constitution requires members to appoint an auditor or auditors to hold office until the next AGM, and Mr Wilson noted that the College Board has recommended the current auditors, William Buck Chartered Accountants, be re-appointed.

Matthew Elding *Moved* for William Buck to be reappointed as College Auditors for 2025. *Seconded* by Barry Atwell. ***With all members in favour and none opposed, the Motion was Carried***.

10. Other Business

The Chairperson opened the floor for any other business or questions.

Dr David Phillips referred to the $15m Bank SA loan and already existing loans, and asked Mrs Simpson if the College will be able to service the loans, noting that as the loans draw down the cost of servicing the loans becomes more expensive.

Mrs Simpson confirmed that the College could service the loans and that we have budgeted for an additional $1m repayment this year and aim to pay the loans off sooner than the period modelled in the long-term forecast.

Mrs Miriam Smith asked about the family loan line as reported under current and non-current liabilities. Mrs Simpson advised that each year families, as a part of school fees, are asked to make a contribution which is refundable after five years. The funds help to pay for capital improvements across the College.

11. Closing Prayer

The Chairperson closed the meeting in prayer.

12. Close

The Chairperson thanked members for their attendance, and concluded the AGM at 6.53pm.

Signed as 'true and fair'

……. ……/……/……..
(Chairperson)

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BOARD CHAIRPERSON'S REPORT FOR THE YEAR 2025

BRONTE WILSON

It is a pleasure to bring you my second report as Board Chair. It is an honour to be working with a dedicated team of Board and Committee members, Principal and College Leadership Team, as well as committed teaching and support staff.

It is the expertise, experience and passion of these people which leads to:

- a strong feeling of community both within the College experience and the surrounding community
- the increasingly impressive educational outcomes being achieved by students
- the high quality of College life that students experience at Pedare
- the impressive facilities provided for education, wellbeing and community
- the excellent reputation that Pedare continues to enjoy as a school of choice for parents and caregivers, and as an employer of choice for teachers and support staff.

None of this comes without considerable effort and dedication by all those involved in the life of the College.

College Board membership

During 2025 the College Board saw the departure of Ms Susie Vincent, due to her reaching the maximum number of terms allowed under the College Constitution. Susie's wisdom and financial knowledge is greatly appreciated by the Board and the Finance Committee. She remains as a valued member of the Finance Committee.

I am grateful for the contribution of every Board member to the governance of Pedare, and for their ability to think strategically about the future, while mindful of the associated risks.

Board members at the end of 2025 were:

- Mr Bronte Wilson, Chairperson, appointed by the Uniting Church
- Mr Matthew Elding, Vice-Chairperson, appointed by the AGM
- Venerable Sam Goodes, the Anglican Archbishop's nominee
- Mr Barry Atwell, the Uniting Church Moderator's nominee
- Rev Dr Joseph Chung, Anglican Church appointment
- Ms Mary Szabo, Anglican Church appointment
- Dr Valerie Aloa, Uniting Church appointment
- Mr Craig Moore, AGM appointment.

Due to Ms Tonkin being unable to take up her 2025 AGM appointment to the Board, a position has remained vacant for the latter part of 2025. It is hoped that position will be able to be filled at this AGM, along with others falling due for election.

Board Committees

The Board is strongly supported by the hard work of the four Board Committees. Mr Elding chairs the Property and Grounds Committee, Mr Moore the Finance Committee, Dr Aloa the Governance and Risk Committee and Mr Atwell the Nominations Committee.

All the Committees include the Principal and the Business Manager, and a member of the College Leadership Team serves on each of the Committees. This ensures a very clear connection between the operational requirements of the College and the strategic imperatives. The Board appreciates the diligence undertaken by the Committees and the work done to present well researched recommendations to the Board. We are blessed with a full complement of Committee members who have the skills, experience and knowledge to very capably undertake the work required of their respective charters both professionally and conscientiously.

Principal

Mr James Tamblyn as Principal provides continuing strong leadership in both the Board and Committee space. James' manner, wisdom, presence and obvious heart for the College shine through in all that he does. The Board has absolute confidence in James as our Principal and are very thankful for the working partnership that we have with him in the governance of the College. James has continued to be a very steady hand during significant leadership transition processes while still enabling not just stability but continued growth in key educational and other strategic areas of the College. We have a rigorous performance review process with James, and the Board has agreed that he has again performed very well in all Key Result Areas.

Business Manager

As you will see by our 2025 financial reports tabled for this meeting, the financial position of the College continues to be very strong due primarily to the growth in student numbers and good budget control measures. The discipline and professionalism that are hallmarks of the financial oversight provided by our Business Manager, Ms Amanda Kleeman continues to ensure the College can fund key capital expenditure such as the recently completed Catford Building and other state of the art facilities for our students that are part of our ongoing property master planning processes.

Board Activities

The specific work of the Board during 2025 continued to be its oversight of what are generally agreed to be the key components of good governance. They are providing an Accountability Framework, Strategy Formulation, Monitoring and Supervising, risk management and Policy Formulation which we achieve through working in a close partnership with the Principal and Business Manager.

Considerable discussion was undertaken during the planning and construction stages of the Catford Building. These important Board decisions were made after receiving key information from experts and committees.

The Board, with the Principal and the College Leadership Team spend considerable time working through the Strategic Risk areas which we have identified; any of which, if not carefully managed, could impact significantly on the College's future performance and reputation. During the year increased interest was taken in risks associated with artificial intelligence.

Conclusion

Pedare Christian College continues to provide excellent education and preparation for life beyond school in a way that encourages student to let their light shine and honours the trust that our students and their families have placed in us. Being mindful of our Anglican and Uniting Churches, who established and continue to support the College, we will continue to reinforce the importance of the values of kindness, respect, compassion, empathy, inclusivity and service. The Board gives thanks to God for the blessing of the College, for the students, families and staff and we continue to pray that the College will be a light that shines the truth of God to all.

Thank you.

Bronte Wilson

Pedare Christian College Board Chairperson

PRINCIPAL'S REPORT FOR THE YEAR 2025
JAMES TAMBLYN

My thanks to all members of our community for your support throughout 2025. Congratulations to our students who represent themselves, their families and the College incredibly well. Over the course of the year students again did an excellent job as stewards of our standards, our culture and our facilities.

My thanks to all our families for your support throughout 2025. Your commitment to work in partnership with the College, ensuring the very best learning outcomes for their children, was an integral element of the success the College experienced.

Thank you to our staff for your incredible work over the course of the academic year. Our staff's commitment to our students, their families and each other is the foundation of our community. I say this often, because it is important and it is true; the quality of a school cannot, ever, exceed the quality of its staff. And Pedare is in such good health because of the contributions of our staff.

I'd also like to recognise the work of our College Board, and associated Committees, for their oversight and leadership of our governance responsibilities. This important work is undertaken by volunteers, and I thank all those involved in this way for their contributions throughout the year. A particular note of thanks to Board Chairperson Bronte Wilson for his leadership of the College Board throughout 2025.

2025 was the fifth year of our current Strategic Plan and much was accomplished in pursuit of our strategic objectives. The following highlights provide some examples of the significant work undertaken in line with our strategy:

Learning

Very strong ATAR, NAPLAN and broader academic data are indicators of the quality of learning undertaken, and the individual growth achieved by students.

Our 2025 SACE results were received in December. Some highlights of the results are included below:

- 100% of students achieved SACE
- 9% of students achieved an ATAR of 97 or above
- 19% of students achieved at ATAR of 95 or above
- 90% of all grades achieved were As or Bs
- Median ATAR 80.2
- 15 Merits across 11 subjects

The graduating class of 2025 have done exceptionally well with regards to securing preferred university courses. 90% of graduates received an offer to study their first preference, and 5% their second choice.

NAPLAN data was again very pleasing. All tests, for all year levels involved in NAPLAN, demonstrated achievement above the national average. The table below, sourced from the MySchool website, shows the performance of each year level, in every test, compared to national results.

PRINCIPAL'S REPORT
JAMES TAMBLYN

2023 2024 2025

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Compare to Students with similar background All Australian students

	Reading	Writing	Spelling	Grammar	Numeracy
Year 3	431	429	418	437	429
Year 5	522	490	508	525	529
Year 7	576	596	582	591	593
Year 9	590	635	585	591	597

Interpreting the table

Selected school's average when compared to all Australian students

- Well above
- Above
- Close to
- Below
- Well below
- No comparison available

InitiaLit is a literacy instruction program based on data and explicit instructional practice. It was implemented across the Junior School from the start of 2025. All Junior School teachers and DLAs participated in a two-day professional learning program in January.

Communication about our withdrawal from IB PYP and MYP went to families on Monday 26 May. Whilst the IB program has served the College well, we believe we are now in a position to keep the elements of the IB philosophies we remain aligned to, whilst increasing our autonomy with curriculum and assessment design.

The construction of Catford Building, our new Senior Learning Centre, presents a wonderful opportunity to refurbish existing classrooms into spaces that enhance our curriculum offerings in subjects including Visual Art, Drama, Music, Design and Digital Technologies, and Food & Hospitality. We believe this opportunity aligns well with the chance to redesign curriculum and step away from our IB membership.

The 2025 'Guiding Principles for Learning' theme of *Empowerment* was chosen to inform our R-12 Teaching and Learning PD priorities in 2025. As per the GP4L document, 'At Pedare we strive to empower our students to take ownership of their learning journeys.' We empower students to take authentic action as part of their learning. We support students to be accountable.

PRINCIPAL'S REPORT
JAMES TAMBLYN

We are delighted to have launched our Professional Growth Program for teachers in 2025. Teachers were allocated a coach who worked with them through the year as a support towards a specific professional learning goal. All coaches are experienced senior leaders.

A 28-person traveling party, including 23 students, took part in a tour of China through the Term 1 term break. The 13-day adventure was an incredible experience for all. Our thanks to all staff and students involved.

Innovation and Enterprise

Adrian Cotterell presented to all Middle and Senior School Teachers during our professional learning days prior to students returning to school. His presentation was focused on assessment and task design in the context of AI developments; areas we focused on developing in 2025.

A new policy was created to guide staff, students and families who interact with AI services or similar AI tools within the College network or on College devices. The policy outlines expectations for responsible use, data security considerations, and ethical guidelines for deploying and using AI services within the school environment.

Pedare has identified several Generative AI tools best suited to our environment, arranging licence agreements as appropriate. Google Gemini and Brisk Teaching enable a protected and secure environment for staff to best leverage the opportunities that Generative AI provides. Relevant professional development was undertaken, with positive feedback from staff on how the tools are being leveraged to ensure best practice of differentiation, student feedback, and content exploration.

Pedare hosted the inaugural South Australian VEX Robotics Industry Season Launch and Lunch event in June. STEM Professionals were invited to hear about the 2025/2026 VEX Robotics Competition games and how to get involved, including in the role of judges during competitions. With an industry presence of 30 people, representing over 10 companies, and 20 VEX students involved, we plan for this event to grow in future years.

As President of the Design and Technology Teachers Association of South Australia, Leader of Innovation and Enterprise Emil Zankov worked hard to facilitate the inaugural VEX demonstration at the Royal Adelaide Show Education Pavilion. Under the banner of DATTA SA, Pedare ran and hosted the 3-day VEX robotics exhibition, highlighting our work in the field of robotics and celebrating opportunities in STEM.

Beliefs and Wellbeing

College Chaplain John Morton concluded his time as College Chaplain at the end of Term 1. We thank John for his ministry to our community for the past 17 years. Miriam Smith and Alaina Frost, both of whom joined us as Chaplains at the beginning of 2024, were appointed to permanent Chaplaincy roles. We are blessed to have both Miriam and Alaina continuing the work of our Chaplaincy team and look forward to their ongoing ministry at Pedare.

PRINCIPAL'S REPORT
JAMES TAMBLYN

Under the leadership of Deputy Principal - Teaching and Learning Eliza Buckoke, a College Worship Band has been established featuring students from Years 9 to 12. The Worship band performed for the first time at Worship on Thursday, June 5, with Lucas Smyk (Yr 12 Arts Captain) speaking about Praise and Worship and its importance to the Christian Faith. We are now incorporating the band at least twice per term in our regular Worship services.

On Friday 19 September, Pedare again attended the annual Tea Tree Gully Prayer Breakfast at Sfera's Convention Centre. Josh Willis, Eliza Buckoke, College Chaplains Miriam Smith and Alaina Frost, and a team of students represented the College at the breakfast. The event was again very well attended. The College remains committed to supporting this important community event.

College Chaplains Miriam Smith and Alaina Frost continue to make regular visits to our founding parishes. Chaplains continue to feel very warmly welcomed each time they join to share in worship with each of these parishes, with parishioners always very keen to know how the College is progressing.

I attended the final service for Archbishop Geoff on Saturday 1 November. The Farewell Service and Laying Up of Pastoral Staff was a beautiful tribute to the ministry of Bishop Geoff as both Archbishop of Adelaide & Metropolitan of the Province of South Australia, and The Primate of the Anglican Church of Australia. The College contributed towards a gift from the diocese. We thank Archbishop Geoff for his support of Pedare through his tenure and wish he and his family every blessing for the future.

Susan McLean visited Pedare for a series of forums and workshops on April 1-2. Susan presented to all students Years 4-11, staff and parents. Susan's messages and information about how best to understand and stay safe in the digital world were both timely and powerful.

Community

In 2025 we introduced Community Breakfasts for our Middle and Senior School students and families. They are designed to further build connection within Communities, giving parents in particular the chance to meet key staff and connect with other families. My thanks to Mandy Hore and Community Engagement and Development Manager Emily Chadbourne for their leadership of these events.

We updated the branding of our Communities, aligning this with the recent inception of Petworth. My thanks to Graphic Designer Win Kamaputri for her work with these designs.

The Year 12 Formal took place at the Convention Centre on Friday 14 March. The event was a great success and students are to be commended on their conduct and engagement. It was wonderful to have so many staff in attendance, and always lovely to share the first part of the evening with parents and families, something unique to the Pedare Formal.

The first of our Junior School 'Stay and Play' events took place on Friday 28 March. Held immediately after school, these events provide opportunities for parents and students of the same year level to stay back after school, share some food and connect.

My thanks and congratulations to our music department for the spectacular Cabaret Evening held on Thursday 3 April. Led by Director of Music Nadine Stroud, and her team of dedicated staff, the Cabaret showcased a number of outstanding student performances. It was a night of great entertainment for the large crowd in attendance, meeting the high standard we have come to expect from such events.

PRINCIPAL'S REPORT
JAMES TAMBLYN

Foundation Day was celebrated on Thursday 18 September. The day featured services for both Junior School and Middle/Senior Schools. All students R-12 came together for the College Dash, and the day officially marked the beginning of our 40th year celebrations. We welcomed a range of special guests including Geoff and Jan Catford, Mike Millard and his wife Robyn, Lindsay and Heather Jackson, and founding student Justin Jamieson, currently SA Chair KPMG.

On Wednesday 24 September the Music and Visual Arts Departments combined for a spectacular showcase celebrating the work of some of Pedare's most talented young artists. The Mallee Building was adorned beautifully with a selection of art works created by students throughout the year. This display tied perfectly into the music showcase which featured approximately 170 students from Years 3-12. All bands, choirs and ensembles were represented and combined to produce a magical evening of entertainment.

Over the course of the year the Reconciliation Action Plan (RAP) committee has engaged with the community to update our **RAP**. This has now been approved by Reconciliation Australia through the Narragunnawali: Reconciliation in Education program.

The development of our new Staff Wellbeing Garden continued in 2025. This provides an outdoor space for staff to take a break away from the presence of students. My thanks to our grounds team for their work of designing and creating this beautiful space.

Stewardship

Strong demand for places at the College saw enrolments grow from 1156 at census date in 2024, to 1166 in 2025.

It's been wonderful to welcome the community into **Catford Building** from late 2025, having achieved practical completion late last year. Catford is our new 'home at school' for Senior School students. Named in honour of our founding Principal, Geoff Catford, and his family, Catford now stands as a centrepiece of our campus.

Featuring eleven classrooms, a Lecture Theatre, Boardroom, offices and meetings rooms, study spaces for Year 12s, and common spaces on the ground floor for Year 12s to socialise and connect. The landscaped courtyard, Wardli-ana, Kaurna for 'towards home', provides an outdoor precinct for learning, collaborating and socialising for our Year 11s and 12s.

Architects Swanbury Penglase, led by Simon Best, have designed a tertiary-style hub which has already seen a material impact on engagement and learning. The lantern at the heart of the building is the architectural highlight; a constant reminder of our mission to see our students' lights shine. 5km of fibre optic cabling has the Catford Lantern shining 24/7 as a 'light on the hill'. The design intent has been realised beautifully, and the feedback on the building from both students and staff has been overwhelmingly positive.

The professionalism displayed by our builders Marshall and Brougham throughout the construction phase was exemplary. We commend Damon Kiely for his project management and Christian Thiry for his meticulous site management. We thank and congratulate Swanbury Penglase, and Marshall & Brougham, for their partnership with this significant project.

PRINCIPAL'S REPORT
JAMES TAMBLYN

The new Grevillea Playground was installed in January and operational for Junior School students at the beginning of this year.

Sustainability highlights from 2025 include:

- Strong weekly markets with students exploring a range of new sustainable products
- Strong connection between Sustainability and Food Technology classes to provide fresh or dried produce
- Exploration of the Home Compost Program (City of TTG) and purchase of an Aerobin 400L Compost Bin, able to process all the garden waste.
- Sustainability Teacher Jude Johnson and Emil Zankov, along with our Year 7 Sustainability students, attended the Tech 4 Sustainability full-day conference. Our students presented for 40 minutes on various aspects of Technology that we use in the garden
- Proposal for improved composting system developed in consultation with Year 8 and 9 students
- Harvesting and bottling of olives from College olive trees - students have been learning how to preserve various yields. Students have been sharing their new knowledge with families and encouraging these practices at home.
- Food Technology teachers increasingly and proactively harvesting from the sustainable garden before lessons
- Food Technology students are now proactively placing orders from the garden to reduce Food Miles
- Successful propagation of natives

Contextual Information

Pedare is a co-educational Anglican and Uniting Church School, established in 1986. The College is structured into three collaborative sub-schools, ensuring a focused and nurturing environment for all students: Junior School (Reception to Year 5), Middle School (Years 6 to 9), and Senior School (Years 10 to 12).

At Pedare, we believe that all students possess unique gifts and hold the inherent capacity to make a meaningful, positive impact. Working in partnership with families, we actively cultivate a deep love of learning, foster personal integrity, and instil a strong sense of purpose that is grounded in our Christian faith.

Our five Guiding Principles for Learning provide the foundation for how this educational vision is brought to life; they shape the College culture, inform learning practices, and guide the relationships that are crucial in helping every student flourish. Intrinsic to these core principles is the belief that all students can:

- Thrive: when they are actively involved in school life and enjoying the process of learning.
- Connect: when they experience and foster relationships built on trust, respect and inclusion.
- Be enriched: when they use a range of information to solve complex problems, engage thoughtfully and collaborate.
- Be empowered: when they apply creative thinking to successfully navigate and adapt to new situations.
- Belong: when they respect and value diversity and seek ways to serve others.

PRINCIPAL'S REPORT
JAMES TAMBLYN

Students are taught the Australian Curriculum and the South Australian Certificate of Education (SACE) through the lens of these Guiding Principles. We work closely with families to tailor bespoke learning pathways. Pedare offers an extensive range of extra-curricular opportunities, including specialised programs such as the internationally recognised VEX robotics program, as well as dedicated initiatives focused on environmental sustainability.

Academic Results for Year 12 Students in 2025

Students achieving merits, and an ATAR of 90 or above, include:

Callum Robertson (ATAR 99.85) College Dux + Merits for Mathematical Methods and Digital Technologies
Pathway: Bachelor of Software Engineering + Internship Program

Rebecca Nunan (ATAR 98.6) + Merit for Business Innovations
Pathway: Bachelor of Medical Radiation Science (Radiation Therapy)

Hannah McClimont (ATAR 98.25) + Merits for Psychology and Modern History
Pathway: Double degree - Bachelor of Medical Science and Bachelor of Science (Animal Behaviour)

Keziah Chung (ATAR 98.05)
Pathway: Bachelor of Biomedical and Health Sciences

Hallie Smith (ATAR 97.55) + Merits for Child Studies and General Mathematics
Pathway: Bachelor of Speech Pathology

Ojus Thakur (ATAR 97.4)
Currently in Year 12 at Pedare. Current College Captain (2026).

Lanna Abimosleh (ATAR 97.15)
Pathway: Bachelor of Civil Engineering

Kailee Panagopoulos (ATAR 96.75) + Merits for Child Studies and Food & Hospitality
Pathway: Bachelor of Secondary Education (Honours)

Claudia Wiren (ATAR 96.6) + Merit for Workplace Practices
Pathway: Bachelor of Medical Radiation Science Honours (Radiation Therapy)

Ojaswi Ghising (ATAR 96.35)
Bachelor of Law (double degree with honours)

Claire Wiren (ATAR 96.2) + Merit for Workplace Practices
Pathway: Bachelor of Medical Radiation Science Honours (Radiation Therapy)

PRINCIPAL'S REPORT
JAMES TAMBLYN

Caitlyn Smith (ATAR 95.8) + Merit for Child Studies
Pathway: Double degree - Bachelor of Law (Honours) Bachelor of Criminology and Criminal Justice

Divleen Atwal (ATAR 95.25)
Pathway: Bachelor of Psychology (Honours)

Aditi Mehta (ATAR 95.2)
Pathway: Bachelor of Biomedical and Health Sciences (Medical Science)

Jesse Cockburn (ATAR 95.05)
Pathway: Bachelor of Mechanical Engineering

Angus Crowe (ATAR 94.25)
Pathway: Bachelor of Mechanical Engineering (Honours)

Thomas Stevenson (ATAR 93.55)
Pathway: Bachelor of Mechanical Engineering

Aymee Smale (ATAR 91.4)
Pathway: Bachelor of Paramedicine

Oliver Palmer (ATAR 91.0)
Pathway: Bachelor of Mechanical Engineering

Stephanie FitzHenry (ATAR 91.0)
Pathway: Double degree - Bachelor of Law (Honours) and Bachelor of Arts

Extra-Curricular Music Program

2025 was a year of growth for the Music department, with students committing to a program of 17 extra-curricular Music ensembles (15 in 2024). Each band and choir has seen significant growth in numbers from the previous year and run throughout the whole year.

Major music events at the College included the annual Cabaret in Term 1, Year 2-12 Music Showcase in Term 3, and many other performances for the College community including Spring Carnival, special Assemblies, Year 7 Battle of the Bands, Open Mornings and the Junior and Middle Recital Evenings

19 Music tutors provided over 350 instrumental and vocal lessons per week instrumental and vocal lessons to students from Years 1-12.

A highlight of 2025 was the Year 8-12 Musical 'Shrek' which included 60 Middle and Senior students both on stage and in the orchestra. It was highly successful event, with sold out audiences over 3 nights; the students were outstanding! Our thanks and congratulations to all staff and students involved.

PRINCIPAL'S REPORT
JAMES TAMBLYN

Another special music opportunity was the annual Generations in Jazz competition, held in Mount Gambier in May, where we took three groups (two vocal groups and one stage band). The Stage Band placed 3rd in their division, Keizah Chung in Year 12 winning a super band prize for Trombonist in our division.

Music Curriculum

Students have been highly engaged and committed to the Music curriculum throughout 2025. Numbers in the senior music classes were strong, Year 12's achieved exceptional results with many A+ grades across Solo and Ensemble performance. Many of our senior music students were also involved in extracurricular ensembles and the College Musical.

Year R-3 students immersed themselves in music having fun learning, creating and performing, particularly the Year R-2 Nativity Musical at the end of the year.

Year 4/5 students continued their instrument journey on Strings, Woodwind and Brass instruments, many of them continuing on the extension program and entering our College Bands.

Year 6 students participated in the Instrument Journey on Trombone, Saxaphone, Rock School and Vocal. Year 7 students all performed in the Battle of the Bands, Year 9-12 class bands performed regularly at College events throughout the year and all students developed their knowledge and passion for music.

Extra-Curricular Sports Program

Our 2025 program offered a broad range of sports, focusing on building teamwork and new skills. Students participated in sports including netball, basketball, volleyball, soccer, cricket, swimming, and tennis.

Clubs were equally well supported, with students able to explore their passions and interests in Visual Art, Chess, Drama, EcoForce, German, Oz Asia, Debating, and VEX Robotics.

We are proud of the involvement and achievements of all our students. A huge thank you to the staff, parents, and volunteers who made the 2025 program so successful.

Parents and Friends' Association

The Parents and Friends Annual General Meeting was held at the College on Tuesday 11 February 2025. The College thanks and recognises all members of our P&F who contribute significantly each year to community life.

Thank you and congratulations to the following parents who were elected to the 2025 P&F Executive:

- Chairperson: Dale Clayton
- Vice Chairperson: Jenny Zhao
- Minutes secretary: Shanelle D'Agostini
- Treasurer: Jeanette Kocioleck
- Secretary: Sarah Crawford
- Public Officer: Lisa Bianchi

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School Performance Information

Background Information

The Commonwealth Government requires all schools to report on specific 'School Performance' Information. Whilst the measures listed below have an important place in the analysis of the performance of our College, it is also important to note that the data selected for reporting by the Commonwealth Government provides only a part of the information that may be used to determine performance.

2025 Enrolment Information

The College enrolment at Census in 2025 was 1166, including Mid-Year Reception students.

School	Students
Junior	365*
Middle	483
Senior	318
Total	**1166**

*Includes 22 x Mid-Year Reception

2025 Characteristics of the Student Body

Pedare reported nine indigenous student enrolments in 2025.

The number of students included in the College's submission to the Nationally Consistent Collection of Data on School Students with Disability (NCCD) is outlined below. These figures reflect students with diagnosed or imputed disabilities, in accordance with the *Disability Standards for Education* (2005).

Students who are receiving additional support in literacy and numeracy, but are not identified as having a diagnosed or imputed disability, are not included in this data.

Year Level	MYR	Rec	01	02	03	04	05	06	07	08	09	10	11	12
No. of Students	0	3	6	9	3	8	12	16	24	30	24	15	21	16

2025 Student Attendance

As part of our Federal Government compliance requirement, student attendance is reported to the Department of Education twice a year, at the end of Semester One and end of Term Three. Please note that they do not require data for Reception, Year 11 and Year 12 students.

Semester One 2025
Overall attendance - 93.02%
Overall proportion of students attending at least 90% of the time - 75.53%

Term Three 2025
Overall attendance - 91.53%
Overall proportion of students attending at least 90% of the time - 72.96%

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A description of how non-attendance is managed by the school:

Parents and caregivers are required to notify the College if their child will be late or absent from school either by phone or email.

Student attendance is recorded in Home Group/core class each morning, at the start of each new lesson throughout the day and recorded in the student management database. Where a student is absent without explanation, an SMS is sent to the parent/caregiver by 9:30am. Where parents do not respond, the absence is followed up with an email and/or phone call.

Absences are monitored for patterns including frequent and long-term absences. Patterns of non-attendance are followed up by the Assistant Heads of School and Community Coordinators.

Where students are absent for extended periods due to illness, a Medical Certificate is required.

Where there is a planned absence for more than three days due to family travel etc. parents are required to apply for an exemption from school attendance for their child, which must be approved by the relevant Head of School.

Students who arrive late or leave early are required to sign in/out at the College Reception.

Teacher Qualifications and Staff Composition

Teachers						General Staff							
PhD	Masters	Bachelor of Education (Hons)	Graduate Diploma/Certificate	Bachelor of Education	Diploma of Teaching	PhD	Masters	Graduate Diploma/Certificate	Degree	Trade Qualified	Advanced Diploma / Associate Degree	Diploma	Certificate II / III / IV
0	36	3	15	45	3	0	2	7	14	0	1	11	18

Teachers at Pedare are appointed following a rigorous recruitment process, with each teacher meeting the requirements of the Teachers Registration Board of South Australia and undertaking training in child protection. The College works to attract, retain and develop teachers of the highest calibre with a focus on mentoring and professional development.

All teaching staff hold a Bachelor degree, with a number of staff with Graduate Diploma/ Diploma or Masters qualifications. Additionally, a number of General staff hold tertiary qualifications.

In 2025, the College Leadership Team comprised the Principal, Deputy Principal, Deputy Principal - Teaching and Learning, Head of Senior School, Head of Middle School, Head of Junior School, Leader of Innovation and Enterprise, Business Manager and Manager People and Culture.

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2025 Workforce Composition

Pedare does not have any staff who identify as indigenous.

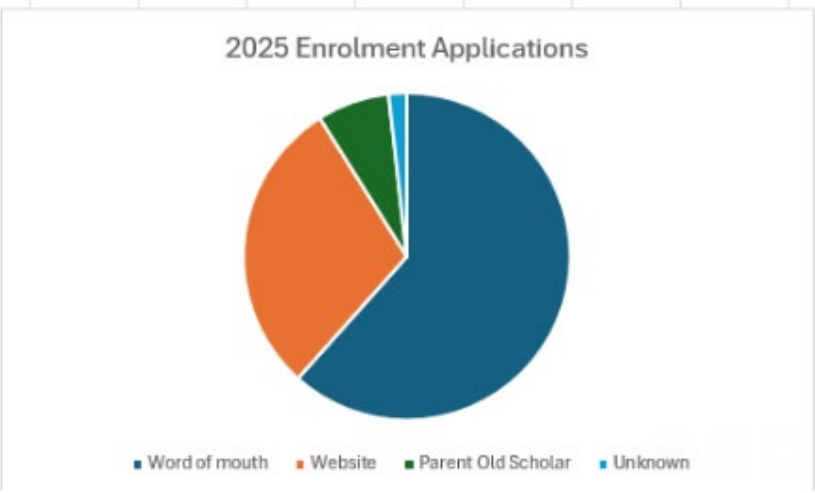
2025 Professional Learning

The College has a budget for Professional Learning for both Teaching and General staff. Expenditure for 2025 for Professional Learning totalled $60,918. A total of $18,145 was allocated to provide relief teachers for staff attending professional learning.

Parent, student and teacher satisfaction with the school

Enrolment figures indicate the College continues to have a strong reputation within the community, and with prospective families.

Significant enrolment interest comes via connection of prospective families to current Pedare families, demonstrating a high level of satisfaction from parents with their child's experience at the College. The pie chart below details the sources of 2025 enrolment applications:



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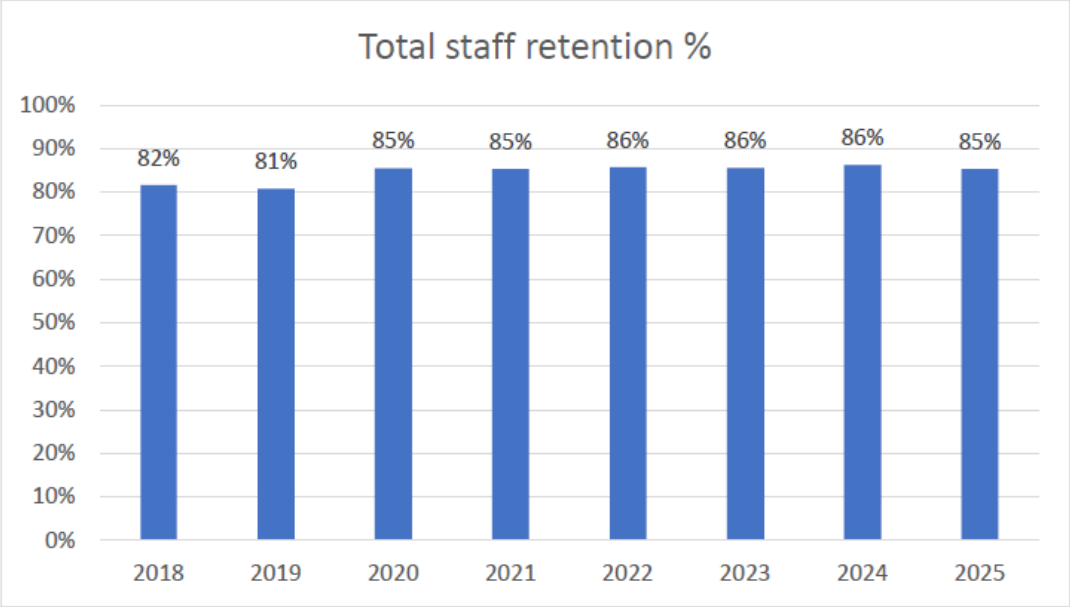
Staff retention remains very healthy. A summary of results can be seen below.



The current Enterprise Agreement (2021-2025) has been in negotiation since April 2025. At the time of the 2026 AGM (25 May) the College has reached an in-principle agreement with bargaining representatives. The Access period will conclude on 26 May, after which a formal vote will be undertaken.

2025 Open Morning numbers and current enrolment enquiry

Open Morning numbers, and feedback from Open Mornings, continue to indicate a format which is meeting the needs of prospective families. Very strong interest has been experienced at all 2025 Open Mornings and this is coupled with ongoing increased annual enrolment enquiry.

Mr James Tamblyn
College Principal

PEDARE

PEDARE CHRISTIAN COLLEGE INC.

ABN 94 539 673 709

FINANCIAL REPORT

YEAR ENDED 31 DECEMBER 2025

PEDARE CHRISTIAN COLLEGE INC.
STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2025

2024 $		Note	2025 $
	CONTINUING OPERATIONS		
	REVENUE		
11,691,474	Gross Tuition Fees		12,522,150
12,078,965	Commonwealth Grant		12,309,505
3,332,002	State Grant		3,347,701
33,083	Other Grants		18,080
1,596,727	Other Income	2	1,697,038
28,732,251	**Total Revenue**		**29,894,474**
	EXPENSES		
1,383,353	Discounts Given		1,516,474
17,863,608	Salaries & Associated Expenses	3	19,134,228
2,317,661	Tuition Expenses	3	2,380,575
1,025,076	Administration Expenses	3	1,131,317
1,018,938	Property Expenses	3	1,131,266
1,498,400	Depreciation, Revaluation and Amortisation Expenses	3	1,797,225
346,077	Other Movements to Provisions	3	527,897
347,429	Interest Paid	3	830,011
25,800,542	**Total Expenses**		**28,448,993**
2,931,709	**Operating Surplus from Continuing Operations**		**1,445,481**
	Non Operating Revenue		
69,818	Donations Received for Capital Purposes		82,610
-	Donations Received for Scholarship Purposes		2,500
66,124	Capital Grants		100,000
(151,275)	Gain / (Loss) on Disposal of Fixed Assets	3	-
2,916,376	**Net Surplus from Continuing Operations**		**1,630,591**
	OTHER COMPREHENSIVE INCOME		
-	Revaluation - Land		2,200,000
-	Revaluation - Generic Furniture		(152,045)
-	**Total Other Comprehensive Income**		2,047,955
2,916,376	**Total Comprehensive Income for the Year**		**3,678,546**
2,916,376	**Total Surplus**		**3,678,546**

The accompanying notes form part of these financial statements.

PEDARE CHRISTIAN COLLEGE INC.
STATEMENT OF FINANCIAL POSTION
AS AT 31 DECEMBER 2025

2024 $		Note	2025 $
	CURRENT ASSETS		
6,943,122	Cash and Cash Equivalents	4	7,333,990
194,740	Accounts Receivable and Other Debtors	5	68,312
372,436	Prepayments		400,222
46,031	Stock - Consumables		35,310
7,556,329	**Total Current Assets**		7,837,834
	NON-CURRENT ASSETS		
54,804,200	Property, Plant & Equipment	6	64,692,043
467,081	Intangible Assets	7	450,698
55,271,281	**Total Non-Current Assets**		65,142,741
62,827,610	**TOTAL ASSETS**		**72,980,575**
	CURRENT LIABILITIES		
2,665,452	Accounts Payable and Other Payables	8	2,002,930
1,017,302	Financial Liabilities	9	1,415,015
373,130	Family Loans		412,860
974,599	Employee Provisions	10	1,049,980
5,030,483	**Total Current Liabilities**		4,880,785
	NON-CURRENT LIABILITIES		
37,225	Accounts Payable and Other Payables	8	64,400
11,820,411	Financial Liabilities	9	18,146,589
1,745,705	Family Loans		1,799,215
1,330,476	Employee Provisions	10	1,547,730
14,933,817	**Total Non-Current Liabilities**		21,557,934
19,964,300	**TOTAL LIABILITIES**		**26,438,719**
42,863,310	**NET ASSETS**		**46,541,856**
	EQUITY		
26,985,275	Accumulated Surplus	11	28,615,866
1,350,000	Working Capital Reserve	12	1,350,000
14,528,035	Revaluation Reserve	12	16,575,990
42,863,310	**TOTAL EQUITY**		**46,541,856**

The accompanying notes form part of these financial statements.

PEDARE CHRISTIAN COLLEGE INC.
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2025

2024 $		Note	2025 $
	CASH FLOWS FROM OPERATING ACTIVITIES		
17,025,796	Government Grants		17,243,209
11,422,500	Tuition fees and Other Receipts		12,447,587
(24,065,769)	Payments to Suppliers & Employees		(25,336,874)
322,945	Interest Received		433,725
(349,333)	Interest Paid		(833,225)
4,356,139	**Net cash provided by operating activities**	16(a)	3,954,422
	CASH FLOWS FROM INVESTING ACTIVITIES		
(8,270,209)	Payments for Property, Plant & Equipment		(10,551,211)
(24,079)	Contributions to Shared Facilities		(14,583)
-	Proceeds from sale of Property, Plant & Equipment		-
(8,294,288)	**Net cash used by investing activities**		(10,565,794)
	CASH FLOWS FROM FINANCING ACTIVITIES		
6,675,441	Proceeds from Borrowings		9,142,672
(1,053,070)	Repayment of Borrowings		(2,320,354)
(7,501)	Payment of principal on leased assets		(5,188)
5,614,870	**Net cash used by financing activities**		6,817,130
	CASH FLOWS FROM OTHER ACTIVITIES		
69,818	Building fund donations received		82,610
-	Scholarship fund donations received		2,500
100,000	Capital Grants		100,000
169,818	**Net cash provided by other activities**		185,110
1,846,539	**Net Increase / (decrease) in cash held**		390,868
5,096,583	**CASH AT THE START OF THE YEAR**		6,943,122
6,943,122	**CASH AT END OF YEAR**	4	7,333,990

The accompanying notes form part of these financial statements.

PEDARE CHRISTIAN COLLEGE INC.
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2025

	Accumulated Surplus	Revaluation Reserve	Working Capital Reserve	Total
	$	$	$	$
Balance at 1 January 2024	**24,068,899**	**14,671,490**	**1,350,000**	**40,090,389**
Operating Surplus from Continuing Operations	2,931,709	-	-	2,931,709
Total Non Operating Revenue	(15,333)	-	-	(15,333)
Revaluation of Land and Furniture	-	-	-	-
Write Back Revaluation of Buildings	-	(143,455)	-	-
Transfer to Working Capital Reserve	-	-	-	-
Balance at 31 December 2024	**26,985,275**	**14,528,035**	**1,350,000**	**42,863,310**
Operating Surplus from Continuing Operations	1,445,481	-	-	1,445,481
Total Non Operating Revenue	185,110	-	-	185,110
Revaluation of Land and Furniture	-	2,047,955	-	2,047,955
Write Back Revaluation of Buildings	-	-	-	-
Transfer to Working Capital Reserve	-	-	-	-
Balance at 31 December 2025	**28,615,866**	**16,575,990**	**1,350,000**	**46,541,856**

The accompanying notes form part of these financial statements.

Note 1 Material Accounting Policies

The financial statements are special purpose financial statements prepared in accordance with the Australian Charities and Not-for-profits Commission Act 2012 and with the Associations Incorporations Act (SA) 1985. The Board has determined that the College is not a reporting entity. The College is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

The financial statements, except for the cash flow information, have been prepared on an accruals basis and are based on historical costs and do not take into account changing money values or, except where stated, current valuations of non-current assets.

The following significant accounting policies, which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of these financial statements.

(a) Taxation

The College is exempt from Income Tax by virtue of section 50-5 of the Income Tax Assessment Act.

(b) Revenue Recognition

Revenue from contracts with customers

The core principle of AASB 15 is that revenue is recognised on a basis that reflects the transfer of promised goods or services to customers at an amount that reflects the consideration the College expects to receive in exchange for those goods or services.

Revenue is recognised by applying a five-step model as follows:

1. Identify the contract with the customer
2. Identify the performance obligations
3. Determine the transaction price
4. Allocate the transaction price to the performance obligations
5. Recognise revenue as and when control of the performance obligations is transferred

Specific revenue streams

The revenue recognition policies for the principal revenue streams of the College are:

Tuition income

The College recognises tuition and other associated fees on an accrual basis. Under the accruals basis of accounting, fees represented by outstanding debts have been brought to account as Tuition receivables.

Operating grants, donations and bequests

When the College receives operating grant revenue, donations or bequests, it assesses whether the contract is enforceable and has sufficiently specific performance obligations in accordance with AASB 15.

When both these conditions are satisfied, the College:
– identifies each performance obligation relating to the grant
– recognises a contract liability for its obligations under the agreement
– recognises revenue as it satisfies its performance obligations.

Note 1 Material Accounting Policies (cont'd)

Where the contract is not enforceable or does not have sufficiently specific performance obligations, the College:
- recognises the asset received in accordance with the recognition requirements of other applicable accounting standards (for example AASB 9, AASB 16, AASB 116 and AASB 138);
- recognises related amounts (being lease liabilities, financial instruments, provisions, revenue or contract liabilities arising from a contract with a customer); and
- recognises income immediately in profit or loss as the difference between the initial carrying amount of the asset and the related amount.

If a contract liability is recognised as a related amount above, the College recognises income in the Statement of Profit or Loss when or as it satisfies its obligations under the contract.

Capital grant

When the College receives a capital grant, it recognises a liability for the excess of the initial carrying amount of the financial asset received over any related amounts (being lease liabilities, financial instruments, provisions, revenue or contract liabilities arising from a contract with a customer) recognised under other Australian Accounting Standards.

The College recognises income in the Statement of Profit or Loss when or as the College satisfies its obligations under the terms of the grant.

Interest revenue

Interest revenue is recognised using the effective interest method, which for floating rate financial assets is the rate inherent in the instrument.

Other income

Other income is recognised on an accruals basis when the College becomes entitled to it.

(c) Accounts Receivable and Other Debtors

Accounts receivable and other debtors are recognised at the amounts receivable. Collectability of receivables is reviewed on an on-going basis. A provision for doubtful debts is raised where doubt as to collection exists, and debts known to be uncollectible are written off.

(d) Stock

All stock is stated at the lower of cost or net realisable values.

(e) Financial instruments

Initial recognition and measurement

Financial instruments are recognised initially on the date that the College becomes party to the contractual provisions of the instrument.

Note 1 Material Accounting Policies (cont'd)

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through the Statement of Profit or Loss where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, the College classifies its financial assets into the following categories, those measured at:

- amortised cost
- fair value through other comprehensive income - FVOCI
- fair value through profit or loss - FVTPL

Financial assets are not reclassified subsequent to their initial recognition unless the College changes its business model for managing financial assets.

Amortised cost

Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows; and
- the contractual terms that give rise on specified dates to cash flows are solely payments of principal and interest on the principal amount outstanding.

The College's financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the statement of financial position.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income and impairment are recognised in profit or loss. Gain or loss on derecognition is recognised in profit or loss.

Note 1 Material Accounting Policies (cont'd)

Impairment of financial assets

Impairment of financial assets is recognised on an expected credit loss (ECL) basis for the following assets:

- financial assets measured at amortised cost
- debt investments measured at FVOCI

When determining whether the credit risk of a financial assets has increased significant since initial recognition and when estimating ECL, the College considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on the College's historical experience and informed credit assessment and including forward looking information.

The College uses the presumption that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the College in full, without recourse by the College to actions such as realising security (if any is held); or
- the financial assets are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the College in accordance with the contract and the cash flows expected to be received. This is applied using a probability weighted approach.

Trade receivables and contract assets

Impairment of trade receivables and contract assets have been determined using the simplified approach in AASB 9 which uses an estimation of lifetime expected credit losses.

The amount of the impairment is recorded in a separate allowance account with the loss being recognised in finance expense. Once the receivable is determined to be uncollectable then the gross carrying amount is written off against the associated allowance.

Note 1 Material Accounting Policies (cont'd)

Financial liabilities

The financial liabilities are subsequently measured at:

- amortised cost
- fair value through profit or loss

A financial liability is measured at fair value through profit and loss if the financial liability is:

- held for trading; or
- initially designated as at fair value through profit or loss.

All other financial liabilities are subsequently measured at fair value, amortised cost using the effective interest method. The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest expense in profit or loss over the relevant period.

The effective interest rate is the internal rate of return of the financial asset or liability. That is, it is the rate that exactly discounts the estimated future cash flows through the expected life of the instrument to the net carrying amount at initial recognition.

A financial liability is held for trading if it is:

- incurred for the purpose of repurchasing or repaying in the near term;
- part of a portfolio where there is an actual pattern of short-term profit taking.

Any gains or losses arising on changes in fair value are recognised in profit or loss.

The change in fair value of the financial liability attributable to changes in the issuer's credit risk is taken to other comprehensive income and is not subsequently reclassified to profit or loss. Instead, it is transferred to retained earnings upon derecognition of the financial liability.

If taking the change in credit risk in other comprehensive income enlarges or creates an accounting mismatch, then these gains or losses should be taken to profit or loss rather than other comprehensive income.

A financial liability cannot be reclassified.

Note 1 Material Accounting Policies (cont'd)

(f) Property, Plant & Equipment

Property

Independent valuations of land, land improvements and buildings are obtained at least on a triennial basis, conducted by external independent valuers, and are used to support the carrying value of the assets. The Board has adopted its own valuation of land, land improvements and buildings. The Board valuation for land is in line with the independent valuations. The Board valuation for land improvements and buildings is in line with costs less accumulated depreciation.

Increases in the carrying amount arising on revaluation of land are credited to a revaluation reserve directly in equity. Decreases that offset previous increases of the same class of asset are charged against revaluation reserves directly in equity; all other decreases are charged to the statement of profit or loss and other comprehensive income.

Plant & Equipment

Plant and equipment, with the exception of Generic Furniture, is measured at cost. Generic Furniture is initially carried at cost and subsequently carried at Board valuation based on discounted market value. A discount of between 50-75% has been applied, depending on the assessed condition of the furniture for any asset more than 3 years old. The College has adopted a no more than three years valuation program to assess ongoing carrying value of generic furniture.

The carrying amount of plant and equipment is reviewed by the College to ensure it is not in excess of the recoverable amount of those assets. The recoverable amount is assessed on the basis of the expected net cash flows which will be received from the asset's employment and subsequent disposal. The expected net cash flows have not been discounted to present values in determining recoverable amounts.

Depreciation

The depreciable amounts for fixed assets, except Generic Furniture, are depreciated over the useful lives of the assets to the College commencing from the time the asset is held ready for use. The depreciation rates used for each class of depreciable assets are:

Class of Fixed Asset	**Depreciation Rate**
Permanent buildings	2 - 10%
Temporary buildings	5 - 10%
Land & Improvements	0 – 33.33%
Furniture & Equipment	0 – 100%
Books	10 – 20%

The assets' residual values and useful lives are reviewed and adjusted, if appropriate, at the end of each reporting period.

(g) Leases

At inception of a contract, the College assesses if the contract contains or is a lease. If there is a lease present, a right-of-use asset and a corresponding lease liability is recognised by the College where the College is a lessee. However, all contracts that are classified as short-term leases (ie a lease with a remaining lease term of 12 months or less) and leases of low-value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

Initially, the lease liability is measured at the present value of the lease payments still to be paid at commencement date. The lease payments are discounted at the interest rate implicit in the lease. If this rate cannot be readily determined, the College uses its incremental borrowing rate.

Note 1 Material Accounting Policies (cont'd)

(g) Leases (cont'd)

Lease payments included in the measurement of the lease liability are as follows:

- fixed lease payments less any lease incentives; variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options, if the lessee is reasonably certain to exercise the options;
- lease payments under extension options, if the lessee is reasonably certain to exercise the options; and
- payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The right-of-use assets comprise the initial measurement of the corresponding lease liability as mentioned above, any lease payments made at or before the commencement date, as well as any initial direct costs. The subsequent measurement of the right-of-use assets is at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated over the lease term or useful life of the underlying asset, whichever is the shortest.

Where a lease transfers ownership of the underlying asset, or the cost of the right-of-use asset reflects that the College anticipates to exercise a purchase option, the specific asset is depreciated over the useful life of the underlying asset.

(h) Intangibles - Shared Facilities

The College has a right of access to facilities owned by the Minister of Education with an expiry date of 31 December 2043. Contributions of capital toward the construction of the facilities and the furnishing and equipping of the facilities are being amortised over the period that the College has the right to use the facilities.

The College contributes toward the operating costs of the facility in accordance with its use of the facilities, with contributions charged as expenses in the periods in which they are incurred.

The College also has a right to access a hockey pitch facility owned by the City of Tea Tree Gully with an expiry date of 30 June 2031. A contribution of $69,666 ex GST was paid in June 2021 toward the synthetic surface replacement, and is being amortised over the period that the College has a right of use to the facility.

(i) Impairment of Assets

At each reporting date, the College reviews the carrying values of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the statement of profit or loss and other comprehensive income.

Note 1 Material Accounting Policies (cont'd)

(j) Accounts Payable and Other Payables

Accounts payable and other payables represent liabilities for goods and services provided to the College prior to the end of the financial year and which remain unpaid at that date. These amounts are unsecured unless otherwise stated, and are usually paid within 30 days of recognition.

(k) Employee Provisions

Long Service and Annual Leave

A provision is made for the College's liability for employee benefits arising from services rendered by employees to balance date. The current Long Service Leave provision represents the Long Service Leave that has become unconditional and is expected to be settled wholly within 12 months. The non-current provision for Long Service Leave is comprised of both the provision that is unconditional and not expected to be settled wholly within 12 months, plus the conditional Long Service Leave provision.

Employee benefits expected to be settled within one year together with entitlements arising from wages, salaries and annual leave which will be settled after one year, have been measured at the amounts expected to be paid when the liability is settled, plus related oncosts. Other employee benefits payable later than one year have been measured at current value plus related oncosts.

Provision for Annual Leave includes both teaching and non-teaching staff. Accrued teacher's annual leave is normally taken over the Christmas/New Year period, prior to the commencement of the new school year.

(l) Cash

Cash includes cash on hand, deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less.

(m) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the statement of financial position are shown inclusive of GST.

(n) Comparative Figures

Where required by Accounting Standards comparative figures have been adjusted to conform to changes in presentation for the current financial year.

(o) Economic Dependency

The future operations of the College are dependent upon achieving and maintaining appropriate student enrolment numbers, the continuation of adequate funding from the Australian and South Australian Governments in respect of operational and capital grants and the achievement of operating surpluses and positive operating cash flows.

	2024 $	2025 $
Note 2 Other Income		
Donations received	3,150	9,546
Enrolment fees	93,965	135,282
Interest received	342,745	426,226
Rental from hire of premises	117,957	120,449
Commission	34,367	31,715
OSHC income	610,020	539,945
Other income	394,523	433,875
	1,596,727	1,697,038

Note 3 Surplus from Operating Activities

Surplus from operating activities has been determined after:

(a) Expenses		
Salaries & Associated Expenses		
Teaching staff salaries	10,704,101	11,553,550
General staff salaries	4,627,223	4,874,837
OSHC salaries	337,693	346,308
Enlistment costs	59,600	42,621
Fringe benefits tax	81,797	91,165
Professional development	111,761	79,064
Superannuation	1,742,688	1,951,636
Workcover	198,745	195,047
	17,863,608	19,134,228
Tuition Expenses		
Activities, excursions & camps	935,386	1,008,788
Teaching consumables	441,809	466,309
ICT college rentals	190,767	166,452
OSHC expenses	104,048	105,041
Sundry tuition expenses	337,526	433,985
Redress expenses	308,125	200,000
	2,317,661	2,380,575

Note 3 Surplus from Operating Activities (cont'd)

	2024 $	2025 $
Administration Expenses		
Audit fees	11,600	12,050
Bank fees	26,395	26,775
College bus services	161,799	175,506
Communications: internet & telephone	146,292	156,513
Copyright fees	26,913	28,159
General insurances	164,930	154,156
Hospitality	86,475	115,039
Legal & professional fees	17,741	13,859
Levies to affiliated bodies	72,384	76,513
Marketing	37,543	16,586
Operating leases	23,642	17,732
Printing, postage & stationery	70,527	73,134
Software licence agreements	86,222	97,402
Subscriptions	10,783	11,867
Work health and safety	22,730	78,467
Other expenses	59,100	77,559
	1,025,076	1,131,317
Property Expenses		
Cleaning	438,185	417,956
Cyclic replacement	117,331	124,435
Maintenance	264,121	334,681
Utilities & rates	199,301	254,194
	1,018,938	1,131,266
Depreciation and Amortisation Expenses		
Depreciation expense	1,469,680	1,407,847
Revaluation expense – generic furniture	-	358,411
Amortisation – shared facilities & other intangibles	28,720	30,967
	1,498,400	1,797,225
Other Movements to Provisions		
Doubtful debts	500	3,500
Sabbatical	7,500	7,500
Annual leave	12,545	98,843
Long service leave	325,532	418,054
	346,077	527,897
Interest Paid		
Interest paid on leases	2,026	1,809
Interest paid on loans	345,403	828,202
	347,429	830,011

Note 3 Surplus from Operating Activities (cont'd)

	2024 $	2025 $
Gain / (Loss) on Disposal of Fixed Assets		
Gain from the sale of fixed assets	-	-
Loss from disposal of fixed assets	(151,275)	-
	(151,275)	-

Note 4 Cash and Cash Equivalents

Cash on hand and at bank	780,097	910,326
Deposits at call	5,743,415	5,900,899
Building fund investment	419,610	522,765
	6,943,122	7,333,990

In accordance with Division 30 of the Income Tax Assessment Act, donations to the Building Fund Investment Account may only be used for the acquisition, construction or maintenance of buildings used or to be used as a school.

Note 5 Accounts Receivable and Other Debtors

Tuition receivables	38,515	38,816
Allowance for expected credit losses	(17,000)	(20,500)
	21,515	18,316
Other debtors	173,225	49,996
	194,740	68,312

	2024 $	2025 $
Note 6 Property, Plant & Equipment		
Land – college (at independent valuation)	14,550,000	16,750,000
Land improvements (at cost)	5,153,324	5,363,918
Accumulated depreciation	(2,160,898)	(2,483,761)
	17,542,426	19,630,157
Buildings (at cost)	33,964,268	34,457,249
Accumulated depreciation	(8,323,268)	(9,205,094)
	25,641,000	25,252,155
Furniture - generic (at Board valuation)	1,215,148	1,440,514
Furniture - generic (at cost)	254,017	-
Equipment (at cost)	1,847,510	1,947,801
Accumulated depreciation	(1,327,649)	(1,404,564)
	1,989,026	1,983,751
Information technology equipment (at cost)	630,851	1,097,820
Accumulated depreciation	(577,239)	(628,556)
	53,612	469,264
Motor vehicles (at cost)	155,125	156,034
Accumulated depreciation	(91,837)	(105,101)
	63,288	50,933
Right of use assets	28,559	28,559
Accumulated depreciation	(5,235)	(10,947)
	23,324	17,612
Work in progress (at cost)	9,491,524	17,288,171
Total Property, Plant & Equipment	54,804,200	64,692,043

Note 6 Property, Plant & Equipment (cont'd)

Generic furniture
A Board valuation of generic furniture was undertaken on 31 December 2025. The valuation was based on an assessment of the furniture's ongoing carrying value. The next valuation is planned for 2028.

Land, land improvements and buildings
An independent valuation was made of land, land improvements and buildings at the College for the 2025 Financial Report by valuers Savills at 28 January 2026. The next valuation is planned for 2028.

With reference to Note 1(f), the Board adopted a valuation for land of $16,750,000 as at 31 December 2025.

(a) Movements in Carrying Amounts

Movements in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the financial year were as follows:

	Land & Improvements $000	Buildings $000	Furniture & Equipment $000	Information Tech Equip $000	Sub Total $000
Balance at the beginning of the year	17,542	25,641	1,989	54	45,226
Additions	143	33	638	467	1,281
Disposals	-	-	-	-	-
Revaluation	2,200	-	(510)	-	1,690
Transfers	68	460	-	-	528
Depreciation expense	(323)	(882)	(133)	(51)	(1,389)
Carrying amount at end of year	19,630	25,252	1,984	470	47,336

	Motor Vehicles $000	Right of use Assets $000	Work in Progress $000	Total $000
Balance at the beginning of the year	63	23	9,492	54,804
Additions	1	-	8,324	9,606
Disposals	-	-	-	-
Revaluation	-	-	-	1,690
Transfers	-	-	(528)	-
Depreciation expense	(13)	(6)	-	(1,408)
Carrying amount at end of year	51	17	17,288	64,692

	2024 $	2025 $
Note 7 Intangibles		
Shared facilities (at cost)	1,714,539	1,729,123
Less amortisation	(1,247,458)	(1,278,425)
	467,081	450,698
Note 8 Accounts Payable and Other Payables		
Current:		
Accounts payable	1,220,859	190,944
Grants received – prepaid	101,570	101,929
Interest payable	31,213	28,000
Liability for GST (net)	-	250,109
Salary related	525,047	457,574
Shared facilities related	32,067	47,352
Tuition fees received in advance	369,939	330,075
Sundry	184,757	196,947
Redress provision	200,000	400,000
	2,665,452	2,002,930
Non-Current:		
Tuition fees received in advance	37,225	64,400
	37,225	64,400
Note 9 Financial Liabilities		
Current		
Bank loans (secured)	375,000	750,000
SAFA Govt loan (secured)	637,114	659,380
Lease liabilities (unsecured)	5,188	5,635
	1,017,302	1,415,015
Non-Current		
Bank loans (secured)	5,834,011	12,825,203
SAFA Govt loan (secured)	5,967,421	5,308,041
Lease liabilities (unsecured)	18,979	13,345
	11,820,411	18,146,589

Note 9 Financial Liabilities (cont'd)

Pedare Christian College varied its Bank Bill Business Loan facility agreement with Bank SA in 2025 and fixed $8,000,000 of the $17,350,000 total facility. As at 31 December 2025, the balance owing on this facility was $5,575,203 on the variable portion and $8,000,000 on the fixed portion. The loan facilities are secured by a fixed charge over assets of the College.

This loan facility has a current expiry date of 25 July 2027, and a scheduled annual review on the 30 June each year where approval to extend the term by two years will be sought.

The College entered into a loan agreement with the South Australian Government Financing Authority in 2018 for a total limit of $10,000,000. As at 31 December 2025, $5,967,421 of this loan remains outstanding. The loan is secured by a fixed charge over the assets of the College.

The current average interest rate is 4.92% on bank loans (2024: 5.52%).

	2024 $	2025 $
Note 10 Employee Provisions		
Current		
Annual leave	703,586	802,429
Long service leave	231,013	247,551
Principal's sabbatical provision	40,000	-
	974,599	1,049,980
Non-Current		
Long service leave	1,330,476	1,528,343
Principal's sabbatical provision	-	19,387
	1,330,476	1,547,730
Note 11 Accumulated Surplus		
Accumulated surplus at beginning of the year	24,068,899	26,985,275
Net surplus for the year	2,916,376	1,630,591
Transfer to working capital reserve	-	-
Accumulated surplus at end of the year	26,985,275	28,615,866
Note 12 Reserves		
Working Capital Reserve		
Reserves at beginning of the year	1,350,000	1,350,000
Transfer from accumulated surplus	-	-
Reserves at end of the year	1,350,000	1,350,000
Asset Revaluation Reserve		
Reserves at beginning of the year	14,671,490	14,528,035
Revaluation – college land	-	2,200,000
Revaluation – generic furniture	-	(152,045)
Revaluation – buildings	(143,455)	-
Reserves at end of the year	14,528,035	16,575,990

	2024 $	2025 $

Note 13 Capital Expenditure Commitments

Capital expenditure commitments contracted for and payable not later than 1 year:		
Buildings – not later than 1 year	7,587,065	25,950
Land Improvements – not later than 1 year	69,780	-
IT Equipment – not later than 1 year	27,424	-
Total Capital Expenditure Commitment	7,684,269	25,950

Note 14 Related Party Transactions

The members of the Board during the year ended 31 December 2025 were:

Dr V Aloa, Mr B Atwell, Rev Dr J Chung, Mr M Elding, Mr C Moore, Ms M Szabo, Mr B Wilson, Archdeacon S Goodes *(Appointed 01/01/2024)*, Ms S Vincent *(Resigned 30/06/2025)*

All Board members received no remuneration during the financial year.

Disclosures relating to Key Management Personnel are set out in Note 15.

Board members and Key Management Personnel pay tuition fees for their children that attend the College. Board members receive discounted tuition fees, where applicable, on the same terms and conditions available to all students. The terms of employment agreements of key management personnel may contain discounted tuition fee arrangements for their children. Disclosures relating to Key Management Personnel remuneration are set out in Note 15.

The following transactions occurred with related parties:

	2024 $	2025 $
Tuition and associated fees charged	62,700	53,920
Tuition discounts given	(15,394)	(11,489)
Music tuition services paid	(20,195)	-
Net related party transactions	27,111	42,431

Note 15 Key Management Personnel Remuneration

The total aggregate remuneration paid to the key management personnel of Pedare Christian College Inc. during the financial year is as follows:

	2024 $	2025 $
Total key management personnel remuneration	1,153,214	1,250,748

Note 16 Cash Flow Information

(a) Reconciliation of Operating Surplus to Net Cash from Operating Activities

	2024 $	2025 $
Operating surplus	2,931,709	1,445,481
Non-cash flows in surplus from ordinary activities:		
Amortisation	28,720	30,967
Depreciation	1,469,680	1,407,847
Revaluation – generic furniture	-	358,411
Provision for doubtful debts	500	3,500
Changes in Assets & Liabilities:		
Decrease / (Increase) in receivables	(186,672)	122,929
Increase in prepayments	(28,531)	(27,786)
Increase in stock	(10,301)	10,721
Increase in payables	119,051	309,717
Increase in provisions	31,983	292,635
Net Cash provided by Operating Activities	4,356,139	3,954,422

Note 17 Financial Instruments

(a) Interest Rate Risk

The College's exposure to interest rate risk, which is the risk that the value of a financial instrument will fluctuate as a result of changes in market interest rates, and the effective weighted average interest rates of those financial assets and financial liabilities, is as follows:

	Weighted Average Effective Interest Rate		Floating / Non-Interest Bearing		Fixed Interest Rate Maturing Within 1 Year		1 to 5+ Years		Total	
	2024 %	2025 %	2024 $000	2025 $000	2024 $000	2025 $000	2024 $000	2025 $000	2024 $000	2025 $000
Financial Assets:										
Cash	0.00	**0.00**	424	**618**	-	**-**	-	-	424	**618**
Short term deposits	4.12	**3.95**	4,519	**5,638**	2,000	**1,078**	-	-	6,519	**6,716**
			4,943	**6,256**	2,000	**1,078**	-	-	6,943	**7,334**

Note 17 Financial Instruments (cont'd)

	Weighted Average Effective Interest Rate		Floating / Non-Interest Bearing		Fixed Interest Rate Maturing Within 1 Year		Fixed Interest Rate Maturing 1 to 5+ Years		Total	
	2024 %	2025 %	2024 $000	2025 $000	2024 $000	2025 $000	2024 $000	2025 $000	2024 $000	2025 $000
Financial Liabilities:										
Bank SA loan	5.51	**5.07**	6,209	**5,575**	-	**-**	-	**-**	6,209	**5,575**
Bank SA loan	-	**4.77**	-	**-**	-	**-**	-	**8,000**	-	**8,000**
SAFA Loan	3.45	**3.45**	-	**-**	-	**-**	6,605	**5,967**	6,605	**5,967**
Family loans	-	**-**	2,119	**2,212**	-	**-**	-	**-**	2,119	**2,212**
Lease Liabilities	8.29	**8.29**	-	**-**	-	**-**	24	**19**	24	**19**
			8,328	**7,787**	-	**-**	6,629	**13,986**	14,957	**21,773**

(b) Credit Risk

The maximum exposure to credit risk, excluding the value of any collateral or other security, at reporting date with respect to recognised financial assets is their carrying amounts, net of any provisions for doubtful debts, as disclosed in the balance sheet and notes to the financial reports. The College is not exposed to any material credit risk by any single debtor or group of debtors under financial instruments entered into by the College.

(c) Net Fair Values

The aggregate net fair value of financial assets and financial liabilities is their carrying amounts as disclosed in the Statement of Financial Position and Notes to the Financial Statements.

Note 18 Contingent Assets and Liabilities

	2024 $	2025 $
Contingent Liabilities		
Commonwealth government grants	1,532,242	1,326,869

The College is a recipient of Commonwealth Government Grants which have been utilised to develop College infrastructure. Various grants acknowledge that the Commonwealth Government has a right to repayment of a portion of the grant where the facilities cease to operate for their approved purpose within the specified period. The compliance period of the agreements varies from 2 years to 20 years.

Shared FacilitiesTrade Training Centre (TTC).

The three Campus schools (Golden Grove High School ('GGHS'), Gleeson College and Pedare Christian College) submitted a successful proposal to the Australian Government in 2010, to partly renovate the existing State Government owned 'Shared Facilities' and to construct new facilities on their site being a Trade Training Centre. GGHS was the lead school on the project.

Note 18 Contingent Assets and Liabilities (cont'd)

Pedare was allocated a notional grant of $1,374,442 (GST exclusive) for the project. All grant receipts, expenditure and project management occurred through the State Government on behalf of GGHS. Practical Completion of the TTC occurred on 17 May 2011.

The State Government during 2014 advised that rather than preparing a new Trade Training Centre operational agreement the State Government would prepare an Addendum to the current Shared Facilities Joint Use Agreement, to recognise the College's access to the centre. That Addendum was completed and signed in October 2016. The College has not recognised any grant income, real or contingent asset, or contingent liability in relation to the project. Non recognition of any contingent liability is supported by a letter dated 20 December 2010 from the Minister of Education.

Note 19 Segment Reporting

The College operates predominantly in one business and geographical segment, being the provision of education in the North Eastern area of Adelaide.

Note 20 Events after the Reporting Period

No item, transaction or event of a material and unusual nature is likely, in the opinion of the Directors of the College, to significantly affect the operations of the College.

The College commenced occupancy of the new Catford Senior Learning Centre at the beginning of 2026.

Note 21 College Details

The registered office and principal place of business of the College is:
Pedare Christian College Inc.
12 – 30 Surrey Farm Drive
Golden Grove, South Australia 5125

PEDARE CHRISTIAN COLLEGE INC.

BOARD REPORT

In accordance with section 35(5) of the Associations Incorporation Act 1985, the Board of Pedare Christian College Inc. hereby state that during the financial year ended 31 December 2025:

(a) (i) no officer of the association;
(ii) no firm of which an officer is a member; and
(iii) no body corporate in which an officer has a substantial financial interest

has received or become entitled to receive a benefit as a result of a contract between the officer, firm or body corporate and the association.

(b) During the year, three Board members had between them four children who attended the college. Board members are charged tuition fees for their children in accordance with the standard fees charged by the college for the year which has been approved by the Board. Scholarships and bursaries to the value of $11,489 were awarded to the children of Board members during the year ended 31 December 2025 (in 2024: $15,394).

In the prior year, one Board member's relative provided music tuition services to the College in return for payment. The total of these payments amounted to $20,195. No further payments were made in the year ending 31 December 2025.

Other than the above, no officer of the association has received directly or indirectly from the association any payment or other benefit of a pecuniary value other than, in the case of officers employed by the association, salaries which have been determined in accordance with general market conditions.

This report is made in accordance with a resolution of the Board and signed by the following members of the Board:

.....
Mr B Wilson
Chairperson, Board

.....
Mr C Moore
Chairperson, Finance Committee

Dated this 9th Day of April 2026

PEDARE CHRISTIAN COLLEGE INC.

STATEMENT BY THE BOARD

The Board has determined that Pedare Christian College Inc is not a reporting entity and that these special purpose financial statements should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

In the opinion of the members of the Board the financial statements and notes are in accordance with the Australian Charities and Not-for-profits Commission Act 2012 and:

1. Present a true and fair view of the financial position of Pedare Christian College Inc. as at 31 December 2025 and of its performance for the year ended on that date.

2. At the date of this statement, there are reasonable grounds to believe that Pedare Christian College Inc. will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Board for and on behalf of the Board by:

.....

Mr B Wilson
Chairperson, Board

.....

Mr C Moore
Chairperson, Finance Committee

Dated this 9th Day of April 2026

William Buck
ACCOUNTANTS & ADVISORS

Auditor's Independence Declaration under Section 60-40 of the Australian Charities and Not-for-profits Commission Act 2012

To Board Members of Pedare Christian College Inc.

As auditor for the audit of Pedare Christian College Inc. for the year ended 31 December 2025, I declare that, to the best of my knowledge and belief, there have been:

- no contraventions of the auditor independence requirements as set out in the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- no contraventions of any applicable code of professional conduct in relation to the audit.

William Buck

William Buck (SA)
ABN 38 280 203 274

Matthew King
Partner

Dated this 9th day of April, 2026

William Buck
ACCOUNTANTS & ADVISORS

Independent auditor's report to the members of Pedare Christian College Inc.

Report on the audit of the financial report

Our opinion on the financial report

In our opinion, the accompanying financial report of Pedare Christian College Inc. (the College) has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- giving a true and fair view of the College's financial position as at 31 December 2025 and of its financial performance for the year then ended; and
- complying with Australian Accounting Standards to the extent described in Note 1, and Division 60 of the *Australian Charities and Not-for-profits Commission Regulations 2022*.

What was audited?

We have audited the financial report of the Pedare Christian College Inc., which comprises

- the statement of financial position as at 31 December 2025,
- the statement of profit or loss and other comprehensive income for the year then ended,
- the statement of changes in equity for the year then ended,
- the statement of cash flows for the year then ended,
- notes to the financial statements, including material accounting policy information, and
- the College Board' declaration.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of our report. We are independent of the College in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of matter – Basis of accounting

We draw attention to Note 1 of the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the College's financial reporting responsibilities under the ACNC Act. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of the College for the financial report

The College Board of Pedare Christian College Inc. are responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of the ACNC Act and the needs of the members. The College Board responsibility also includes such internal control as the College Board determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the College Board are responsible for assessing the College's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the College Board either intend to liquidate the College or to cease operations, or have no realistic alternative but to do so.

The College Board are responsible for overseeing the College's financial reporting process.

Auditor's responsibilities for the audit of the financial report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf

This description forms part of our auditor's report.

William Buck

William Buck (SA)
ABN 38 280 203 274

Matthew King
Partner
Dated this 9th day of April, 2026

BUSINESS MANAGER'S REPORT

MS AMANDA KLEEMAN

Finance & Facilities Review – Year ending 31 December 2025

Overview:

I am pleased to present the 2025 Financial Report for Pedare Christian College. This year was defined by the realisation of major infrastructure goals and an ongoing commitment to the College's long-term sustainability. Through the prudent fiscal governance of the Pedare Board and its Committees, and a focus on strategic growth, we have ensured that the College remains well-equipped to provide an exceptional learning environment for our expanding community.

The College remains a preferred choice for families, which is reflected in our steady enrolment growth. Total Full-Time Equivalent (FTE) student enrolments reached 1,166 at the August 2025 Census, up from 1,156 in the prior year. This positive trajectory was primarily driven by the consistent progression of our year-level streams.

This growing student base drove a positive trend in our 2025 total income. By securing a reliable revenue stream from both tuition fees and government grants, we were able to maintain a strong focus on investing in the high-quality teaching and premium facilities that define the Pedare experience.

The College's student profile remains diverse, particularly regarding the requirements for individual learning support. At the 2025 Census, 170 students were identified as requiring additional assistance, representing 14.6% of the total student body, compared to 182 students, or 15.7%, in 2024. This slight variation reflects the natural movement of our student cohorts, while we remain dedicated to the targeted allocation of resources to meet the specific needs of every learner.

The Middle School continues to represent the largest portion of individualised support needs, at 45% (compared to 43% in 2024), while the proportion within the Senior School increased to 31% (from 25% in 2024). Conversely, the Junior School proportion moved from 31% to 24%. These shifts represent the standard year-to-year fluctuations in cohort requirements and ensure that resources remain aligned with the student population at each level of the College.

At the time of the Census, our student distribution across the College was as follows:
Junior School (Mid-Year Reception to Year 5): 31%
Middle School (Years 6 to 9): 42%
Senior School (Years 10 to 12): 27%

A significant highlight of our 2025 capital works program was the completion of Catford Building. Following a dedicated construction period throughout the year, the facility was finalised in November. Catford stands as a premier addition to our facilities, featuring:

- An academic hub, with 11 general learning areas complemented by a state-of-the-art lecture theatre.
- Numerous breakout zones tailored for both concentrated individual study and social interaction.
- Modern amenities, including a dedicated student kitchen, staff and student meeting spaces and a boardroom.
- Indoor-Outdoor Integration, with a beautifully landscaped outdoor space that encourages learning to extend beyond the classroom walls.

This vision was brought to fruition through the creative expertise of lead architect Simon Best and the team at Swanbury Penglase, with the physical construction skilfully executed by Marshall and Brougham.

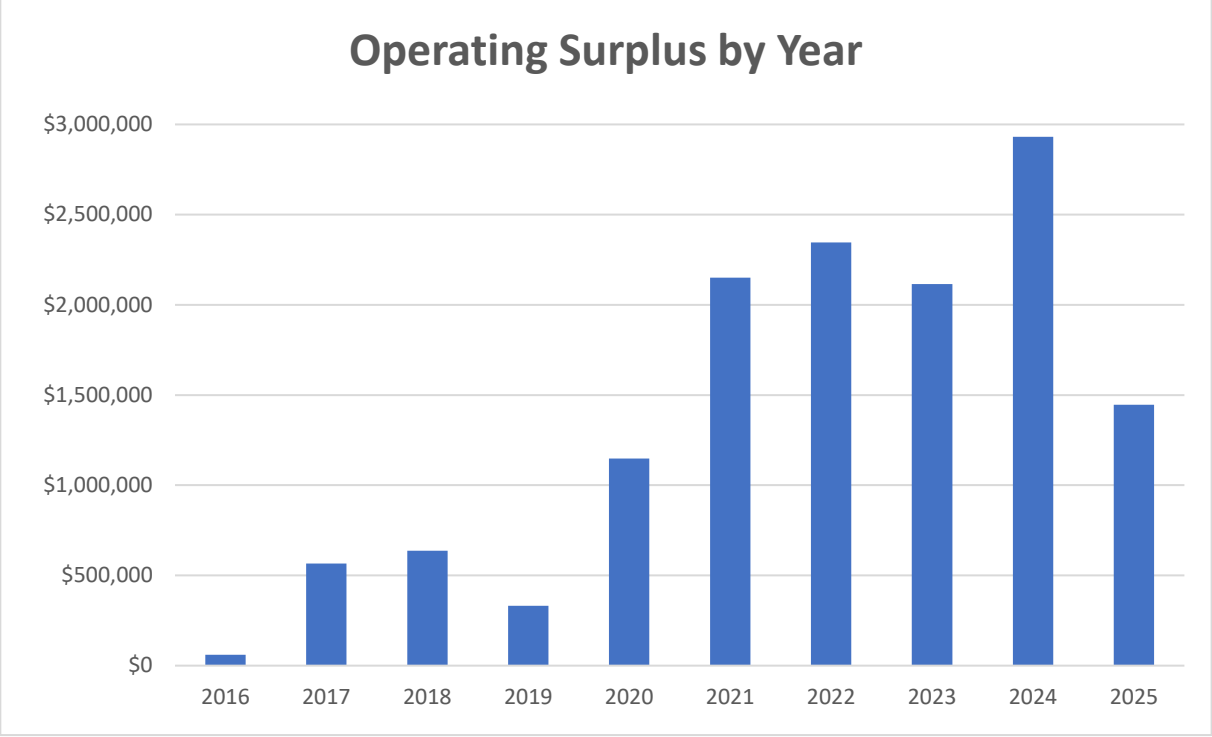
We also extend our sincere gratitude to the South Australian State Government for the Capital Grant, which supported the high-quality furnishing of the Catford building, ensuring the new spaces are fully equipped to meet the needs of our students.

Beyond the completion of Catford, the 2025 capital works program included the finalisation of a new Property and Grounds shed, providing essential support for our grounds and maintenance team, alongside targeted landscaping projects to enhance the campus' functional appeal. A significant addition to our student facilities was the completion of a new Junior School playground, specifically designed to support the physical activity and social engagement of our Year 3 to 5 students. This focus on site improvement also saw the commencement of a campus-wide signage update aimed at refreshing both external and internal College and Community signage. Together, these initiatives ensure the College's facilities are well-equipped for our students and maintain a professional, consistent aesthetic for the entire community.

The 2025 financial year has been one of significant tangible progress. The completion of major capital works alongside a healthy financial surplus ensures that Pedare is positioned for continued excellence. I wish to thank the Board and the entire College community for their ongoing support in stewarding our resources for the benefit of every student.

Detailed Financial Results:

The College achieved an Operating Surplus in 2025 of $1,445,481 (2024: $2,931,709).

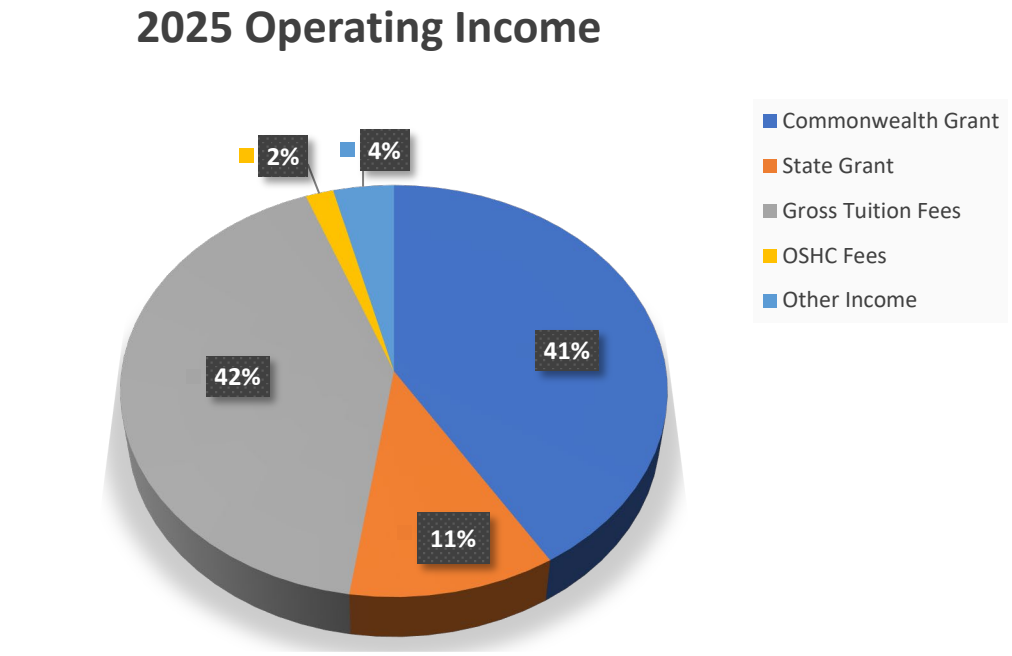


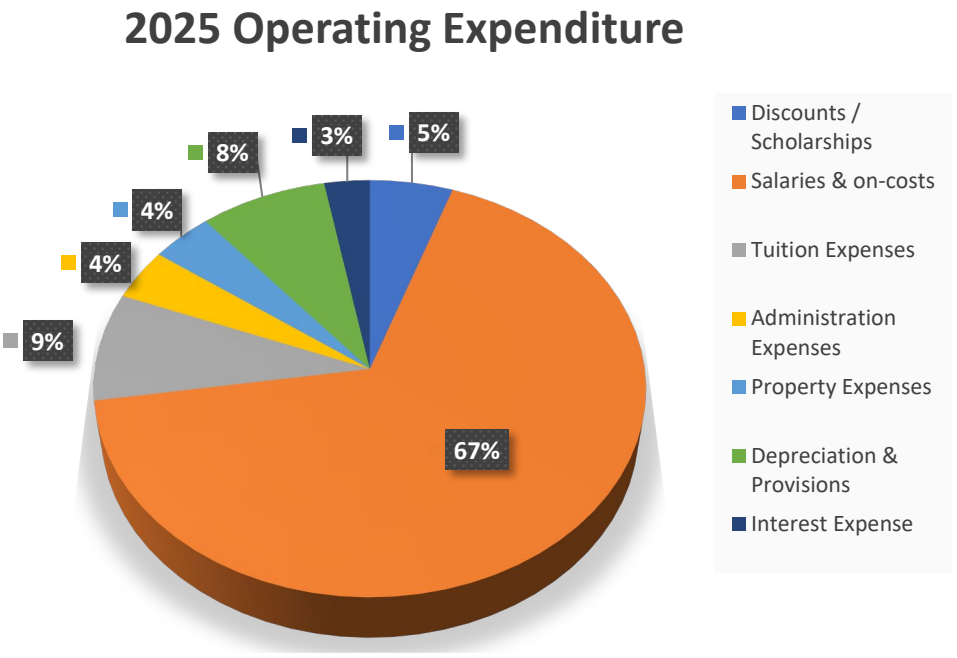
Operating income increased $1,162,223 (4%) on the prior year, while operating expenditure increased $2,648,451 (10%).

Government grant funding remains our largest source of income (Commonwealth Recurrent Grant Funding 41% and State Government Grant funding 11%). Tuition Fees represent 42% of total income.

Salaries and associated expenses remain our largest expenditure, as illustrated in the 2025 Operating Expenditure chart, representing 67% of expenditure incurred in 2025 (69% in 2024).

Tuition expenses are our next largest expenditure category, at 9% of total expenses, followed by Depreciation and Amortisation expenses and Discounts.





At the end of 2025, cash on hand increased by $390,868 (+6%). The value of Property, Plant and Equipment rose by $9,887,843 (18%), primarily due to the completion of the Catford Building project and other capital expenditure investments undertaken throughout the year.

Total loan and lease liabilities increased by $6,723,891 (+52%) in 2025. This increase is comprised of:

- Further drawdowns on the Bank SA Catford loan. This loan increased by a net $7,366,192. Total repayments during the year were $1,312,500, including a $1,000,000 voluntary additional repayment.
- A reduction in the value of the SAFA loan of $637,114
- A reduction in the value of leases of $5,187.

Total interest paid on all loans and leases during the year amounted to $830,011 (2024: $347,429).

Looking to 2026….

The Board approved a budgeted Operating Deficit for 2026 of -$315,427 and an average fee increase of 5%. Long term forecasting work undertaken prior to the Catford project indicated that, due to higher interest and depreciation charges resulting from the project, the College would incur a deficit in 2026 and this is consistent with the budget outcome.

Notwithstanding this deficit budget, the budget does return a Net Operating Surplus before interest and depreciation of $2,831,755, indicating that the College is still operating at a sustainable level.

2026 is also forecast to see an overall net cash outflow of $981k for the year. This is primarily due to loan repayments and interest costs on both the Bank SA and SAFA loans, as well as continued investment in College infrastructure upgrades.

This year the College aims to commence work on upgraded art studios, replacing some of the oldest classrooms in the College. Currently in the design phase, these studios will provide contemporary light filled spaces, primarily for use by Middle and Senior School students. We are appreciative of the receipt of funding under the State Government's Independent School's Capital Grants program for $100k funding towards this upgrade.

In addition, several other projects are either underway or planned for the year including:

- Installation of perimeter fencing to enhance site security.
- Completion of signage updates to replace aged and outdated signage.
- A Middle School playspace
- Additional landscaping improvements across the College grounds.

We are also contributing towards the cost of bathroom upgrades and the creation of a new dance studio in the Golden Grove Recreation and Arts Centre, a space for which the College participates in a Joint Use Agreement providing access to centre facilities during the school day.

Enrolments for 2026 are currently tracking above budget, reflecting the continued strong demand for places at the College. Final enrolment figures used to determine Commonwealth and State government funding are confirmed during the annual non-government schools census in August.

PEDARE
An R-12 Anglican and Uniting Church School

Board & Committee Membership Expression of Interest

Applicant Information	
Full Name	Matthew Raymond Scott Elding
Mobile Number	
Email Address	
Current Employer	TSA Riley
Current Position	General Manager, Transport
Education	B. Tech, Mech & Manuf. Eng.
Interest	Board ☐ Yes Committee ☐ Finance Committee ☐ Governance & Risk Committee ☐ Property & Grounds Committee ☐ Nominations Committee ☐

Why are you interested in becoming a member of the Pedare Board or Board Committee? What are your passions/interests that lead to expressing interest?

I am motivated to continue my position on the Pedare Board as I have a strong personal and community investment in the school's success. I am a parent of two children currently attending the school, this gives me a genuine long-term interest in ensuring the school continues to thrive now and into the future.
Beyond my personal connection, I believe I will continue to make a meaningful contribution through my skills and experience gained in the professional project consulting environment. I bring a solid understanding of governance, strategic thinking and a genuine curiosity that helps strengthen decision making.

How will you support the objects and core principles of the College as outlined in the College Constitution? (see attached)

I am committed to support the schools core principles, to ensure our decisions are balanced and in the best interest of the whole school community.

Current/Previous Board or Committee experience (if any)

Name of Organisation	Role	Date From	Date To
Pedare Board	Board member	01/07/2020	15/08/2024
Pedare Board	Vice Chairperson	15/08/2024	present

Please supply a brief background of your experience

Please comment on your current **Professional Skills and Knowledge:**

Examples may include: Ability to understand and interpret financial and operations reports; Experience in contributing to policies, plans and objectives; Strategic thinking with capacity to critically analyse and question; An understanding of the legal obligations of a Board Member and those of the College; An understanding of Risk Management principles and how they apply to the College.

I have sound strategic thinking and planning capacity developed through experience operating in complex planning and delivery environments where long term, best for business outcomes are a key. I have developed strong risk management and governance capability through delivering complex infrastructure projects across a range of contracting environments.

Please comment on your **Personal Skills and Characteristics:**

Examples may include: Interpersonal and communication skills; Characteristics of honesty, integrity, respect for the views of others; leadership: good judgement, perspective, independence, objectivity, courage to act.

My approach is genuine and constructive, I communicate with clarity and foster engagement across teams and stakeholders.

Skills & Experience

Please indicate your level of experience in the following fields. Please refer to the score descriptions listed over the page.

Skill	Score (1-5)
Governance	3
Risk Management	4
Strategy	4
Education experience	2
Leadership	4

Financial	3
Legal/Regulatory/Contractual	2
Marketing/PR/Communications	2
Capital Projects	5
Work Health and Safety	4
Critical and Innovative Thinking	4
Environmental Sustainability	3

Score	Description
1	**Limited**: No work experience or qualifications, limited understanding or knowledge.
2	**Background:** Have had some ancillary/indirect exposure through work experience or training sufficient to enable background awareness but not sound knowledge. For example exposure to the skill's subject matter while working in a different function that the skill is connected to, such as working on a project and being exposed to strategy development.
3	**Sound:** Have had experience or training sufficient to give a sound understanding of the skill. This includes (but is not limited to) having had: • relevant work experience specific to the skill; or • relevant training in relation to the skill below a tertiary level, such a through short courses, industry conferences, seminars or in-house training programs.
4	**Comprehensive:** Have had significant experience or hold relevant qualifications to give a comprehensive understanding of the skill. This includes (but is not limited to) having: • had relevant work experience of at least 5 years specific to the skill; or • relevant qualifications specific to the skill, which may include (dependent upon the skill) a law degree, accounting/audit qualifications, an education degree, a communications or marketing qualification, management/leadership qualification such as a relevant degree or MBA etc.
5	**Professional/Expert:** Have had significant experience and also hold relevant qualifications* to give an expert understanding of the skill. This includes (but is not limited to) having had: • relevant work experience of at least 10 years specific to the skill, including experience on Boards, at a senior management level, or in a professional firm, AND • relevant qualifications which may include those as set out in relation to score of 4 above or post-graduate qualifications.

	This score is generally for where this is/was the person's primary profession or where the person would be regarded as an expert in this particular area as a result of their experience. * Where a person has significant experience, a qualification is not necessary where that particular skill does not require a professional qualification. For example, a lawyer would be required to have a law degree and years of practising law to score a 5 for the Legal skill, whereas a Board member with many years of working in risk management would not necessarily require a specific risk management qualification to score a 5 in the Risk Management skill.

Please attach your current resume.
Please note: Applicants may be requested to provide referee details and copies of necessary clearances.

I confirm the information entered in this application is true and correct at the time of submission.	
Name	Matthew Elding
Signature	***Matthew Elding***
Date	30/03/2026

PEDARE
An R-12 Anglican and Uniting Church School

Board & Committee Membership Expression of Interest

Applicant Information

Full Name	Craig Moore
Mobile Number	
Email Address	
Current Employer	BankSA
Current Position	Relationship Director - Healthcare
Education	Year 12
Interest	Board x Committee x Finance Committee x Governance & Risk Committee ☐ Property & Grounds Committee ☐ Nominations Committee ☐

Why are you interested in becoming a member of the Pedare Board or Board Committee? What are your passions/interests that lead to expressing interest?

Existing Board member seeking renewed term. Passionate about Community and the wellbeing and education of young people.

How will you support the objects and core principles of the College as outlined in the College Constitution? (see attached)

Financial expertise to ensure Pedare are fiscally responsible, continue to be solvent and help with strategic planning for capital projects.

Current/Previous Board or Committee experience (if any)

Name of Organisation	Role	Date From	Date To
Pedare	Board Member	June 2023	Current
Pedare	Finance Committee	July 2019	Current

Please supply a brief background of your experience

Please comment on your current **Professional Skills and Knowledge:**

Examples may include: Ability to understand and interpret financial and operations reports; Experience in contributing to policies, plans and objectives; Strategic thinking with capacity to critically analyse and question; An understanding of the legal obligations of a Board Member and those of the College; An understanding of Risk Management principles and how they apply to the College.

Financial acumen acquired over 38years of full time work with the last 18years in a Senior Leadership role.

Please comment on your **Personal Skills and Characteristics:**

Examples may include: Interpersonal and communication skills; Characteristics of honesty, integrity, respect for the views of others; leadership: good judgement, perspective, independence, objectivity, courage to act.

Empathetic, Curious, Authentic, Objective, Engaging, Community focussed.

Skills & Experience

Please indicate your level of experience in the following fields. Please refer to the score descriptions listed over the page.

Skill	**Score (1-5)**
Governance	3
Risk Management	4
Strategy	3
Education experience	5
Leadership	4
Financial	5
Legal/Regulatory/Contractual	2
Marketing/PR/Communications	2
Capital Projects	4
Work Health and Safety	3
Critical and Innovative Thinking	3

Environmental Sustainability	3

Score	Description
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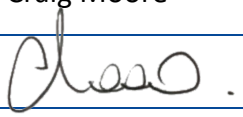
	with many years of working in risk management would not necessarily require a specific risk management qualification to score a 5 in the Risk Management skill.

Please attach your current resume.

Please note: Applicants may be requested to provide referee details and copies of necessary clearances.

I confirm the information entered in this application is true and correct at the time of submission.	
Name	Craig Moore
Signature	
Date	25/3/2026

PEDARE
An R-12 Anglican and Uniting Church School

Board & Committee Membership Expression of Interest

Applicant Information	
Full Name	Amber Dinevski
Mobile Number	
Email Address	
Current Employer	Flinders Port Holdings Pty Ltd
Current Position	General Manager – Health, Safety & Systems
Education	Bachelor of Health Sciences Adv. Diploma OHS Dip. of Management Adelaide University – Professional Development Program AICD Governance Foundations for NFP Directors Lead Auditor – Quality, Environment and Safety Management Systems
Interest	Board X Committee ☐ Finance Committee ☐ Governance & Risk Committee ☐ Property & Grounds Committee ☐ Nominations Committee ☐

Why are you interested in becoming a member of the Pedare Board or Board Committee? What are your passions/interests that lead to expressing interest?

Having served the College on the Risk & Governance Board Committee since July 2023, I have thoroughly enjoyed the opportunity to utilise my knowledge and experience to positively influence committee activities, decision making and contributions to the Board and the broader Collage Leadership Team.

I am interested in extending this contribution to the Board directly and continue to serve the College community and contribute to Pedare's success moving forward.

The work I do in my current employment is heavily aligned to governance, risk management, legal obligations and sustainability and as such am well positioned to afford these skills to strengthen the diversity of the existing Board of Directors.

I have been a parent of Pedare since 2015 and throughout this time have contributed to a positive college community including classroom support, parent helper on excursions and sporting carnivals, sporting team manager and a Netball coach for over 7 years.

How will you support the objects and core principles of the College as outlined in the College Constitution? (see attached)

I understand that the Board's role is to govern the College so that it achieves its Vision, Aims, Core Principles and Strategic Direction, and I will aim to always maintain these principles in executing my duties and activities on behalf of the Board.

I acknowledge and will uphold the Board's role and duty to at all times remain within the law, the Constitution of the College, its own governance rules and policies, regulatory requirements and financial responsibilities.

I work to maintain a professional appearance and contribution at all times and respect the diversity of experience and opinions of others.

As an Orthodox Christian, I uphold the beliefs and virtues of the Christian ethos of the College.

Current/Previous Board or Committee experience (if any)

Name of Organisation	Role	Date From	Date To
Pedare Christian College	Governance & Risk Committee	July 2023	Current
Tango Netball Club	Committee Member, Registrations Officer and Coach	September 2024	Current
Tea Tree Gully Gymsports	Chairperson and Board Director	2019	2019
Golden Grove Kindergarten	Governing Council Member	2015	2015

Please supply a brief background of your experience

Please comment on your current **Professional Skills and Knowledge:**

Examples may include: Ability to understand and interpret financial and operations reports; Experience in contributing to policies, plans and objectives; Strategic thinking with capacity to critically analyse and question; An understanding of the legal obligations of a Board Member and those of the College; An understanding of Risk Management principles and how they apply to the College.

Professional Profile:

Senior Leader | Human and Organisational Performance and Sustainability

An experienced General Manager dedicated to creating safe, high performing and sustainable organisations who strive to make a difference to the Communities within which they operate.

- Constructive leadership style, with a focus on values, achievement and growth to contribute to a high-performance culture;
- Strong risk management, governance and commercial acumen;
- Project management, organisational change and business systems expertise;
- Influencial communicator with highly developed critical thinking, negotiation and conflict resolution skills;
- Strategic thinker with operational delivery capability.

Key responsibilities (in current role):

Reporting to the Chief Operations Officer, responsible for developing and leading a high-performance Health, Wellbeing and Systems team in the maturation of the organisation's safety culture through the development and implementation of health, safety and wellbeing strategy, framework and systems. Management of emergency response, early intervention and return to work function. Responsible for leading integrated management system effectiveness and accreditation of ISO45001 WHS management system and ISO9001 Quality management system for the Group, supporting IMS integration of the Environment Management System ISO14001.

Responsible for leading the WHS team and collaborating across the Group to ensure the required strategic outcomes are achieved and maintained by overseeing the development, operation and continuous improvement of the Health & Safety, Rail Safety and Quality Management Systems. Responsible for performance reporting to Executive and the Board.

Provide innovative risk and business management solutions whilst maintaining strong governance in line with corporate policy and directives, certifications, Shareholder expectations and regulatory requirements.

Member: RAP (Reconciliation Action Plan) Working Group, achieving endorsement of Reflect RAP.
Mentor: 2025 WISTA Australia High Potential Mentorship Program

Contribution to key performance indicators within the Group Sustainability Plan and Sustanable Finance initiaitives, including public and shareholder reporting of performance.

Please comment on your **Personal Skills and Characteristics:**

Examples may include: Interpersonal and communication skills; Characteristics of honesty, integrity, respect for the views of others; leadership: good judgement, perspective, independence, objectivity, courage to act.

My most recent DiSC personality profile provided the following insights about me and my ways of working as:

- *A very friendly person who reaches out to others with warmth and sincerity*
- *Empathetic and quick to offer a smile*
- *A service orientated person, taking the time to listen to people's concerns and find balance in accommodating others*
- *Tactful to avoid miscommunication, with a strong desire to connect*
- *A fear of letting people down and will strive to meet or exceed expectations*
- *I don't seek public recognition, but do appreciate genuine praise*
- *Hold the belief that well orchestrated teamwork leads to superior results*
- *Often play the role of peacemaker, trying to find workable solutions*

According to my most recent Clifton Strengths profile analysis, my top 5 personality strengths include:

▶ ***STRATEGIC***

Ability to translate strategy into action and create alternative ways to proceed.
Faced with any given scenario, I can quickly spot the relevant patterns and issues.

▶ ***RESPONSIBILITY***

I take psychological ownership of what I say I will do.
I am committed to stable values such as honesty and loyalty.

- ***ARRANGER***

I can organise but also have a flexibility that complements this ability.

I like to figure out how all of the pieces and resources can be arranged for maximum productivity.

- ***BELIEF***

I have certain core values that are unchanging.

Out of these values emerges a defined purpose for my life. I am driven by purpose.

- ***LEARNER***

I have a great desire to learn and want to continuously improve.

In particular, the process of learning excites me.

Skills & Experience

Please indicate your level of experience in the following fields. Please refer to the score descriptions listed over the page.

Skill	Score (1-5)
Governance	4
Risk Management	5
Strategy	4
Education experience	3
Leadership	5
Financial	3
Legal/Regulatory/Contractual	4
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Capital Projects	4
Work Health and Safety	5
Critical and Innovative Thinking	3
Environmental Sustainability	4

Score	Description
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Please attach your current resume.
Please note: Applicants may be requested to provide referee details and copies of necessary clearances.

I confirm the information entered in this application is true and correct at the time of submission.	
Name	Amber Dinevski
Signature	
Date	20/03/2026