REDLANDS
LET YOUR LIGHT SHINE

Annual Report
2023




REDLANDS

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A Message from the Board



Glenda McLoughlin
Chair
SCECGS Redlands Limited

Redlands is celebrating our 140th anniversary in 2024. As one of the oldest schools in Sydney, generations of families have attended Redlands. We cherish our history and strong foundations. We honour our past and all who contributed to it.

At the same time, Redlands is also a contemporary school. Our success continues to be grounded in our forward thinking ethos and our commitment to pursuing personal excellence. The value of Service remains at the heart of our School. Our healthy enrolments reflect the strong support of our community for our educational offering.

This openness to new ideas and renewal is in the DNA of Redlands. We were the first school in Australia to introduce Kindergarten classes; we were an early adopter of coeducation; and one of the first schools in Australia to introduce the International Baccalaureate Diploma Programme. In 2023, our School has embraced renewal with changes in our senior leadership and many initiatives across a range of activities.

At the beginning of this year I was delighted to commission our 12th Principal, Mr Sean Corcoran. As our previous Deputy Principal, Mr Corcoran has made a seamless transition to this leadership role with his characteristic intellect and enthusiasm.

This year we welcomed Ms Sabine Partington as our new Deputy Principal and we are very grateful for the skills she has brought to her position. Mr Corcoran and Ms Partington have proven to be an outstanding team and I thank them both for their exemplary service to Redlands in 2023.

Embracing the Future

The School Board recognises that we operate in a complex and ever changing world. We are aware that the future careers of many of our students have not been invented yet. In this changing world, our School must not only prepare our students for academic success but also prepare them to be independent, critical thinkers who are able to adapt, create and shape their own future and make a constructive contribution to our world.

Initiatives at Redlands to prepare our students for the future world of work include developing problem solving and entrepreneurial skillsets, as well as a familiarity with new technologies. Some recent examples include:

- A nine month collaboration between UNICEF Australia and our Year 6 students on developing solutions to challenges faced by children in natural disasters;
- Year 9 students participating in a masterclass at the University of Technology (UTS) Startups to learn how to pitch their ideas from their Term 3 Commerce projects; and
- Year 10 students participating in the Biotech Futures competition at the University of Sydney, presenting on ways to solve diverse biotechnology challenges.

I'd like to thank Ms Green, our Innovation and Entrepreneurial Learning Strategist, for her efforts and enthusiasm.

One of the biggest changes to the world of education occurred only last year with the release of ChatGPT. The impending widespread introduction of Artificial Intelligence (AI) had been considered by our School Board and Executive some years previously and the likely emergence of AI had prompted a number of initiatives in our Strategic Plan. However, the reality of such extraordinary new technology changes many aspects of education - from assessments to course content, to mention just two examples.

AI is both hugely exciting and terrifying in equal measure. Developing strategies to thrive in an AI enabled world is another challenge that our students and our School must adapt to. While it is still early days, Redlands is embracing this challenge. Not only have we adjusted our Redlands Learning Platform, we are also leaning into possibilities. We began by hosting an AI workshop for students from a number of schools on the lower north shore area. This workshop included materials by Massachusetts Institute of Technology (MIT) and University of New South Wales (UNSW) and was designed to equip students to thrive in an AI-enabled world.

Developing global perspectives is another characteristic that we consider important for future success for our young people. Students at Redlands come from over 50 countries and our goal is to strengthen their capacity to think of themselves as global citizens. To enable this, we have joined the global Round Square network of schools. This group of 230 schools in around 50 countries connects and collaborates to offer world class programs and experiences.

During the year, our students joined with around 200 students from other NSW based Round Square schools to learn about marine life on World Ocean Day and further opportunities to connect with schools in this network are planned.

These programs are excellent examples of how Redlands is embracing the future.

Student Achievements

Redlands is an academically non-selective school and we are delighted with the achievements and many personal bests of our students.

The Class of 2023 achieved exceptional results in their HSC and IB exams.

Highlights from the 2023 academic year include:

- 16 students achieved an ATAR of 98 or more
- 39 students achieved an ATAR of 95 or more
- 70 students achieved an ATAR of 90 or more
- 210 HSC Bands 6s/IB Grades 7/A were awarded
- 53% of students qualified for the HSC Distinguished Achievers List or were IB top grade achievers
- 3 students were named on the HSC All-Rounders List
- 18 students received 21 nominations and 3 students were selected for HSC Showcases for their major works
- The Class of 2023 received 148 Early Offers to universities, both nationally and globally.

In the cocurricular arena, we saw some thrilling sporting competitions and spine tingling performances in Music, Dance and Drama and were incredibly proud of our Redlands student representing Australia in the Australasian Economics Olympiad.

Facilities

Our upgrades to school facilities have continued. During the year, we celebrated our heritage in recognising the centenary of the Liggins building on the Senior Campus; and classrooms and the exterior of the building have been updated. Thank you to all members of our Redlands community who supported the restoration appeal for this wonderful historic building where generations of Redlands students have been educated.

Earlier this year, the School ran a competitive process to select an architect to undertake master planning at Redlands. The School selected leading architectural practice Architectus to undertake a new Master Plan for our School and new plans are being developed across all three campuses.

There are two other updates on projects relating to facilities. The first is the renewal of our sports facility partnership with Macquarie University for the next 20 years. The upgrade of the University and Northern Ovals was completed and officially opened in December, enabling our sports teams to play on all-weather surfaces on those two ovals.

Secondly, a long term home for our school Tennis program has been found at the Mosman Lawn Tennis Club, where the courts have all been upgraded.

New Constitution

Another important achievement for this year was the adoption of a new Constitution for our School. Our new Constitution was the first major update to our primary governing document in 40 years. It now recognises that we operate under many new laws and regulations that simply didn't exist 40 years ago. I thank all of the members of SCECGS Redlands Limited who supported the School Board in achieving this significant modernisation effort.

New Uniform

Finally, our School is adopting a new uniform from Term 1 2024. This is our first major uniform change for 40 years and we are modernising our approach to the school uniform. There will no longer be winter or summer categories, but multiple trans-seasonal pieces that can be worn throughout the year, depending upon the weather. The uniform can also adapt for more formal occasions and provide comfort for activity and learning. A great deal of thought has gone into the fabrics, colours and design and we look forward to students and families embracing this change.

Redlands Foundation Fundraising Appeals

There are many people who contribute to the success of Redlands, and I thank everyone who donated to the Redlands Foundation fundraising appeals. Your contributions supported the Dr Sue Morey AM Scholarship as well as the Liggins Building Restoration Appeal.

We are very proud of our means-tested scholarship program at Redlands, which allows for talented students who would otherwise not be able to attend our School to have access to all of the opportunities available here. Your continued support for our scholarship program means that we will be able to offer two new means-tested scholarships for Year 7 students commencing in 2024 and continue to grow our scholarship program to ensure these important scholarships can be awarded to future Redlands students.

In 2025, we plan to award a new means-tested scholarship in honour of Coralie Amos OAM who graduated from Redlands in 1964. Service to others sits at the heart of Redlands and Coralie was awarded an OAM in 2021 for her dedication to Service. She has devoted herself to contributing to the Australian National Museum of Education, Meals on Wheels and the local hospital. She has also promoted golf as a healthy sport for women and girls for more than 37 years. Her contributions are very much aligned to what we value at Redlands.

Moonbah Experiential Learning Program

Our flagship Winter School program has operated at our High Country Campus for nearly 30 years, having first operated in 1996. In 2022, I announced that Redlands had purchased 214 hectares next to our High Country Campus and in 2023 we advised that we would introduce a new Experiential Learning Program commencing in 2025. This will involve all of Year 9 spending a term living and learning at High Country Campus, with half of the Year Group participating in Term 1 and the other half in Term 2; while Winter School will continue in Term 3.

This new Moonbah program will allow our Year 9 students to embrace the natural world and learn more about themselves. Our current Year 7s will be the first Year Group to go on this program and we will make sure our students have an amazing experience. This will be a place and time where many wonderful memories will be made.

This year, we opened an appeal to support the construction of new buildings at the High Country Campus. Gifts to this Appeal will support the expansion of student and staff accommodation in this stunning setting and will benefit students for years to come. The Foundation Office will be sharing more information in 2024.

Thank You

Redlands would not be the school that it is without our parents and carers. We are very aware of the sacrifices that they make throughout the school year to ensure the best education for their family, and I thank them for choosing Redlands.

I sincerely thank the many people who help make Redlands such a wonderful community. Firstly, thanks to the Chair of the Foundation Advisory Committee, Grahame Petersen, and all of the members of the Committee for their wise counsel and fundraising efforts throughout 2023.

I also thank members of the Redlands Parents and Friends Association who help to ensure the smooth running of the School, by coordinating the contributions of parents to the School. Huge thanks to the outgoing president of the RPFA, JP Forrest, and all of the RPFA Committee for their outstanding efforts this year. They helped to coordinate not one, but two major events, with the Autumn Fair and the Winter Ball providing wonderful opportunities for our community to come together. Thanks also for your input to the design process for our new uniform. A very warm welcome to the new president of the RPFA, Brittne Whitlaw, and the new RPFA Committee.

I thank all of our staff for their contributions this year. Our sincere thanks must go to the Executive's leadership of the School - Mr Corcoran, Ms Partington, Mr Weatherstone, Ms Van der Peer, Mr Guha, Ms Breckenridge, Mr Castelli, Mr Birse, Ms O'Brien and Ms Cook. Congratulations to Mr Castelli on his promotion to Director of Learning and Growth (P-12), and to Mr Weatherstone on his efforts in advancing sustainability initiatives, which has seen Redlands being awarded the 2023 NSW Sustainable School of the Year. We appreciate the enormous efforts of all of our teaching and operational staff whose contributions have been exemplary.

At the end of 2023 we farewelled a much loved member of the Executive, Mr Ari Guha, Head of Junior School. Redlands has been so fortunate to have had Mr Guha leading our Junior School and being a part of Redlands for 18 years. We value his expertise, kindness and friendship and wish him every success in his new career in Executive Coaching. We welcome Mr Ian Holden who will be the Acting Head of Junior School for 2024.

Finally, I thank my fellow Board Directors who give their time in the service of the School. Special thanks to three Directors who have retired from the Board, Michael Winram, John Pradel and Reverend Tim St Quintin. Reverend St Quintin is leaving St Peter's Church across the road from the Senior Campus, to move to Mudgee. We wish him every success in his new Ministry. We welcome three new Directors, Juliet Wenden and Christian Cooksley, who are both parents of Redlands students, and Megan Coall to the Board.

As we approach the 140th anniversary of our School, I'm pleased to report that our School is thriving. We look forward to celebrating this milestone with our Redlands community in 2024.



Principal's Report



Sean Corcoran
MEd (Loyola), BA (Yale), DipEd (Yale), GAICD
Principal

At the beginning of the 2023, I was humbled to be commissioned as the 12th principal of Redlands in our illustrious 139 year history.

At the time, I said I was extremely honoured and privileged to serve as the new principal of Redlands. At the end of 2023, looking back on the past year and all that the staff and students have achieved, I feel even more honoured and privileged to serve as the principal of Redlands.

2023 Highlights

There have been many outstanding achievements this year in support of the implementation of our Strategic Plan and I specifically make mention the following initiatives:

- The implementation of new innovation programs such as the Year 9 Experience projects and partnerships with industry and universities
- Our increasing involvement with the Round Square network of schools, allowing students to connect and collaborate with a network of 230 like-minded schools from 50 countries around the world
- The continued planning for our Year 9 residential Experiential Learning Program to commence in 2025
- The expansion of our iGrow data analytics platform across P-12, nurturing a culture of collaborative growth
- The creation, publication and communication of an updated P-12 Student Wellbeing Framework
- The development of our Master Plan across all three campuses, due to be shared with our community in Term 2 2024
- The progress that has been made in furthering environmental sustainability initiatives at the School, which saw us being awarded the 2023 Sustainable School of the Year at the 2023 NSW Environmental Education Awards.

A focus of mine in 2023 has been on reconnecting our community after the challenges and disruptions of the last few years, and I believe our community is now as strong or stronger than at any time over my seven years at the School. I have often said that our strength is our community and we have seen it shine this year through events such as the Autumn Fair, Gala Ball, countless cocurricular activities and alumni reunions.

Thank You

This year would not have been possible without the efforts of many in our community.

Firstly, I thank the Board of Directors, who volunteer their time to the service of the School, for their exemplary governance, which, while not being seen by many, is felt by all. Specifically, I express my most sincere gratitude to Ms Glenda Mcloughlin; I could not have asked for a more supportive Board Chair in my first year as Principal.

Secondly, I thank our parents and carers for continuing to work in partnership with us towards the education of their children. Their support, whether it is front of house through various volunteering initiatives or behind the scenes, is truly appreciated.

We are also blessed to have such a passionate, committed and dedicated staff, and every day I am fortunate to witness the positive impact they have on our students, whether it is in the classroom, on the sporting field, in the playground or on the stage.

This year I have endeavoured to have individual meetings with staff members to hear their insights on our School's progress. One question I have asked each staff member is, "What drives you and brings you satisfaction at Redlands?" By far the most common answer staff give is the students, and specifically, "making a difference in students' lives; supporting their development; and witnessing students' growth and success." I believe this mindset is what makes our staff and our school so special.

As a recognition of staff achievements, I extend a warm congratulations to our Director of Redlands House, Ms Chemane Huon, and Redlands House teacher, Ms Deb Thomas, who were the winners of the Redlands Innovative Teaching Fellowship. In 2024 they will be travelling to Italy to learn more about the Reggio Emilia approach to Early Childhood education, before applying these principles to our Redlands House Preschool.

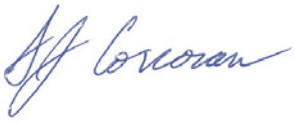
I thank the Executive team, who have continued to lead our various areas of the School exceptionally. In particular, I thank our Deputy Principal, Ms Sabine Partington, for her tremendous efforts and positive impact this year.

I thank the student leaders from the Class of 2023 and in particular, School Captains Daniel Close and Josephine Simpson, for nurturing such a positive school culture and for using their motto, Fall Forward, as a call for all of us to embrace our inevitable failures as learning and growth opportunities.

I congratulate our 2024 student leaders and School Captains, Jasmine Black and Isaac Brooks, for so quickly and successfully picking up the mantle of leadership and for encouraging all of us to step outside our comfort zones, through their motto, Step Beyond.

And finally, I thank the student body for continuing to live our Redlands values each and every day, for their openness to let their own individual lights shine in so many different ways, and for the joy they bring to the campus.

At the end of 2023, when reflecting on what drives me and what brings me satisfaction, it feels similar to the hundreds of staff I have interviewed: making a difference in the lives of students, supporting their development, and witnessing and celebrating their growth and success.



Financial Summary



Brad Weatherstone
MBA, MComm, BEcon, FCPA, FGIA FCIS, GAICD
Chief Financial Officer

The reportable income including Government recurrent per capita funding for the year ended 31 December 2023 was $72.4M. School income was 7.5% higher than 2022 due to tuition fee increase and additional student numbers enrolled.

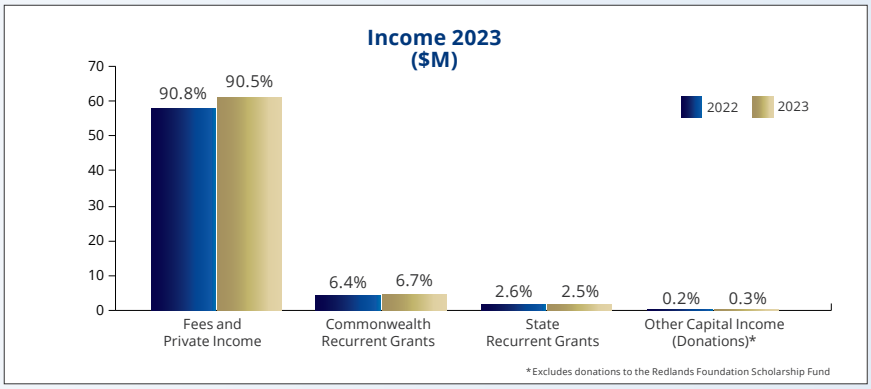
The School achieved a solid performance in 2023, generating $11.5M in net cash from operating activities and continues to recognise the importance of further action required to effectively manage increasing pressure on School revenue and expenses.

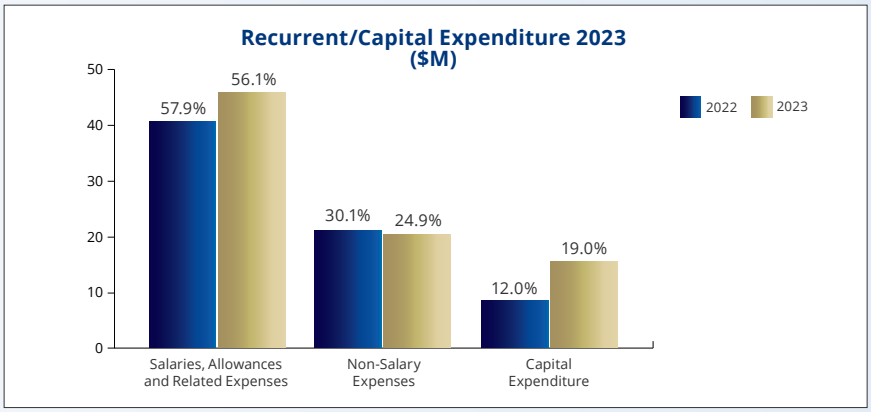
Operational expenses increased by 15.1% in 2023 to $71.1M. This was primarily attributable to higher payroll expenses and higher depreciation expenses resulting from the significant recent investments in buildings on the Senior Campus.

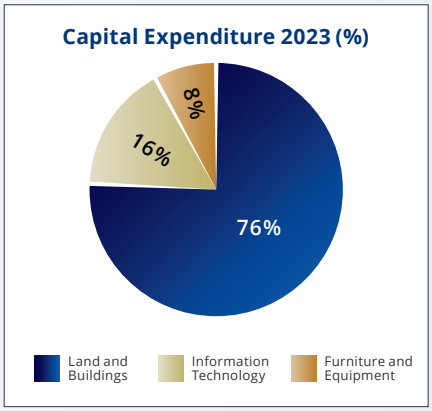
Capital Expenditure of $15.5M during 2023 included $4.3M for the Macquarie University Northern Oval Synthetic Surface redevelopment, $3.9M for the 2A Winnie Street property acquisition, $1.3M for the Mosman Lawn Tennis Club upgrade, $1.2M for the Liggins Building Centenary refurbishment program, $1.0M for the Parkes Building Level 1 refurbishment program, $0.6M for Cyber Security infrastructure and software upgrades and enhancements, $0.4M for Disaster recovery infrastructure, as well as other upgrades to ICT infrastructure and the acquisition of various furnitures and fixtures.

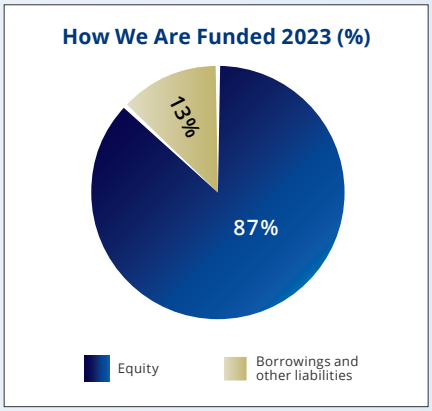
In 2023 the SCECGS Redlands Scholarship Fund received $0.2M from donations and $0.2M from interest income. The end balance of Assets Under Management as of 31 December was $3.34M.

Maintaining diligent fiscal management will be important in the coming years, as the School focusses on the five strategic outcomes within the 2021-2025 Strategic Plan.





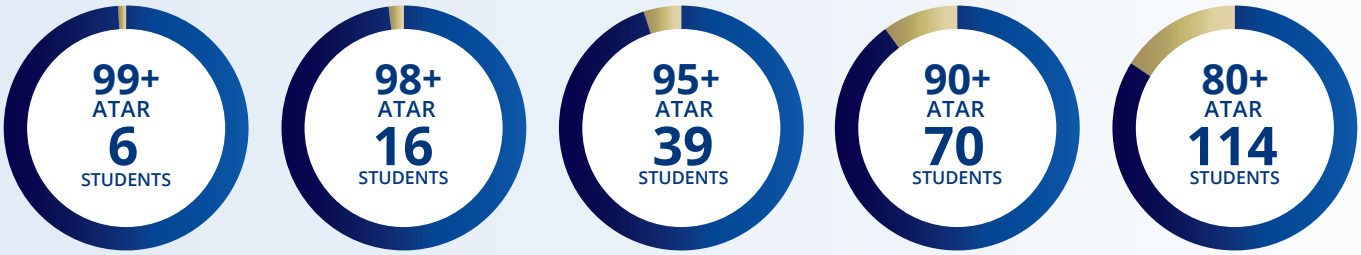




Academic Excellence

2023 HSC/IB Results

Of the 156 students who sat for HSC and IB:



Specific Highlights

Top ATAR
99.70

98+ ATAR
16
students

HSC/IB Top Band Results
210

HSC Distinguished Achievers
33
students

IB Top Grade Achievers
50
students

IB Distinctions
22
students

HSC Showcase Nominations
21

HSC Showcase Selections
3

HSC All-Rounders
3
students

- **4%** of students achieved an ATAR of 99 or more
- **10%** of students achieved an ATAR of 98 or more
- **25%** of students achieved an ATAR of 95 or more
- **45%** of students achieved an ATAR of 90 or more
- **73%** of Students achieved and ATAR of 80 or more
- **148** Early University Offers
- **88%** of the Class of 2023 have continued directly to tertiary study and **11%** are taking a gap year
- **83%** are studying at Australian Universities and **5%** at overseas universities
- **2** students were offered 4 scholarships to international universities

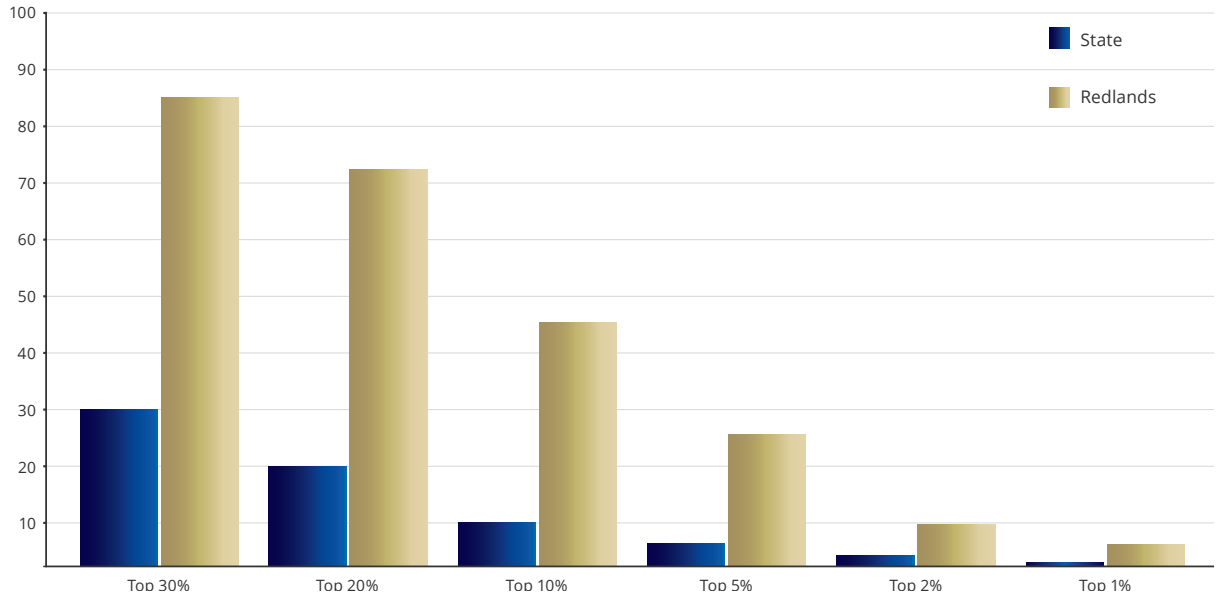
Higher School Certificate

- **85** students undertook the HSC Course
- **33** students qualified for the HSC Distinguished Achievers List
- Dance: **3** students were nominated and **1** student was selected for CALLBACK
- Drama: **5** students received **6** nominations for ONSTAGE
- Music: **4** students received **5** nominations for ENCORE
- Design and Technology: **3** students were nominated and **1** student was selected for SHAPE
- Textiles and Design: **4** students were nominated for SHAPE/ TEXSTYLE and **1** student was selected for SHAPE

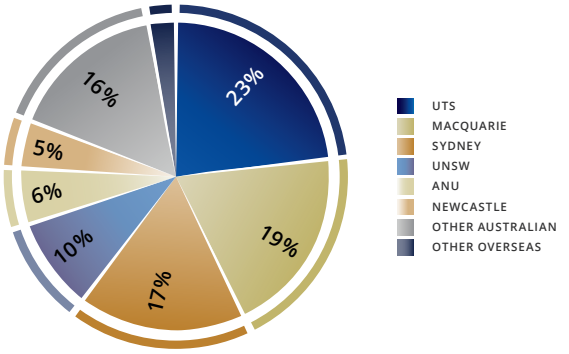
International Baccalaureate

- **71** students undertook the IB Diploma Programme
- **50** students were IB Top Grade achievers
- **22** students were awarded IB Distinctions
- **3** students were awarded Bilingual Diplomas - in Dutch, German and Portuguese

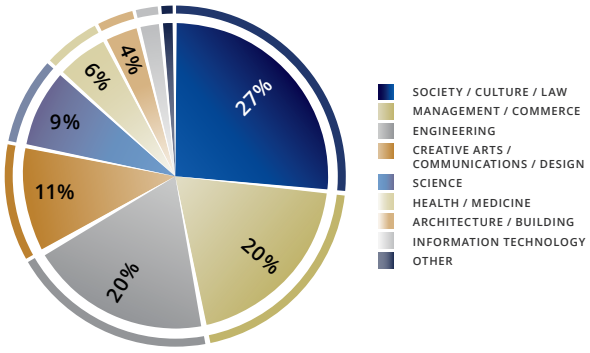
Redlands HSC and IB ATAR 2023



Redlands Year 12 University Offers



Redlands Year 12 Course Types



NAPLAN

Year 9

Reading	**90%** of students achieved in the top 2 bands compared to 64% of the State
Writing	**85%** of students achieved in the top 2 bands compared to 59% of the State
Spelling	**91%** of students achieved in the top 2 bands compared to 73% of the State
Grammar & Punctuation	**88%** of students achieved in the top 2 bands compared to 58% of the State
Numeracy	**96%** of students achieved in the top 2 bands compared to 66% of the State

Year 7

Reading	**95%** of students achieved in the top 2 bands compared to 71% of the State
Writing	**89%** of students achieved in the top 2 bands compared to 66% of the State
Spelling	**91%** of students achieved in the top 2 bands compared to 77% of the State
Grammar & Punctuation	**92%** of students achieved in the top 2 bands compared to 66% of the State
Numeracy	**96%** of students achieved in the top 2 bands compared to 70% of the State

Year 5

Reading	**91%** of students achieved in the top 2 bands compared to 75% of the State
Writing	**92%** of students achieved in the top 2 bands compared to 70% of the State
Spelling	**88%** of students achieved in the top 2 bands compared to 73% of the State
Grammar & Punctuation	**88%** of students achieved in the top 2 bands compared to 66% of the State
Numeracy	**90%** of students achieved in the top 2 bands compared to 71% of the State

Year 3

Reading	**94%** of students achieved in the top 2 bands compared to 70% of the State
Writing	**98%** of students achieved in the top 2 bands compared to 80% of the State
Spelling	**86%** of students achieved in the top 2 bands compared to 66% of the State
Grammar & Punctuation	**84%** of students achieved in the top 2 bands compared to 59% of the State
Numeracy	**94%** of students achieved in the top 2 bands compared to 68% of the State

Curricular/Cocurricular

Achievements and Events

English

Mosman Youth Awards in Literature
- 1 Senior student placed 2nd
- 1 Junior student placed 2nd

Plain English Speaking Award
- 1 Senior student won the North Sydney Finals

Book Week

Premier's Reading Challenge
- 17 Platinum, 61 Gold Awards

Mathematics

Australian Mathematics Competition
- 1 Prize, 6 High Distinctions, 42 Distinctions, 71 Credits

Science/Technology

Australian Science Olympia
- 1 High Distinction, 8 Distinctions, 8 Credits

NSW Science and Engineering Challenge
- Redlands team placed 3rd Overall and 2nd in Bridge Building

International Chemistry Quiz
- 1 Senior student awarded High Distinction

National Science Week

Day of Artificial Intelligence

Year 8/10 Science Symposiums

Year 7-8 STEAM Projects

Junior School STEAM Week

Prep School STEAM Week

Innovation/Entrepreneurship

Year 11 Industry Day

Year 10 Biotech Futures Challenge

Year 9 Intrapreneurial Design Thinking Project

Year 9 Experience Project

Year 9 UTS Startups

Year 9 Market Day

Year 6 UNICEF Collaboration

Year 5 Shark Tank

Economics

- 1 Senior Girl was selected for the Australian team of five which won Gold at the Australasian Economics Olympiad

Citizenship

- 1 Senior Girl was awarded the 2023 Mosman Young Citizen of the Year

Debating

- 1 Senior student represented NSW Parliament at the National Schools Constitutional Convention
- Junior A team contested the SDN Semi Finals

House Debating Competition

The Great Debate Students vs Staff

da Vinci Decathlon

- Year 11 team – 1st in Cartography, 4th in Legacy, 6th in Code Breaking
- Year 10 team – 12th Overall, 4th in Cartography
- Year 9 team – 4th in Engineering, 6th in Ideation
- Year 8 team – 9th Overall, 5th in Art and Poetry, 5th in Cartography, 6th in Science
- Year 7 team – 13th Overall, 6th in English, 8th in Art and Poetry, 8th in Code Breaking

Ethics Olympiad

- Year 5 team placed 7th

Innovative Design

HSC
- Design and Technology: 3 students were nominated and 1 was selected for SHAPE
- Textiles and Design: 4 students were nominated for SHAPE/TEXSTYLE and 1 student was selected for TEXSTYLE

HSC Design and Technology Exhibition

HSC Textiles and Design Exhibition

Languages

Language Perfect Championships
- Redlands Junior School Spanish students placed 1st in the world

International Day

Visual Arts

Young Archies
- 1 Junior student was selected as a finalist and 2 Senior students received a Letter of Recommendation

HSC Art Exhibition

IB Art Exhibition

Drama

HSC
- 5 students received 4 nominations for ONSTAGE

Theatresports Australia Improvisational All Schools Challenge
- Senior team qualified for the Grand Final
- Year 7 team placed 2nd in the Semi Finals

HSC Drama/IB Theatre Showcase

Year 10 Drama – *Absurd Theatre*

Year 9 Drama – *Docudrama*

Year 8 Drama – *Australian Landscapes*

Music

HSC
- 4 students received 5 nominations for ENCORE

HSC/IB Performance Showcases

Australian School Band and Orchestra Festival
- Intermediate Concert Band won Gold

AMEB Exams
- 10 A+ High Distinctions, 7 A Distinctions, 10 A Honours in Violincello, Flute, Clarinet, Trumpet, Horn, Saxophone, Singing, Rock Band Vocal, Guitar, Drums, Musical Theatre, Musicianship

Dance

HSC
- 3 students were nominated and 1 was selected for CALLBACK

HSC/IB Showcase

RAD Exams
- Senior – 8 students awarded, 3 High Distinctions, 3 Distinctions, 2 High Merits
- Junior – 25 students awarded, 2 High Distinctions, 10 Distinctions, 12 High Merits, 1 Merit

Australian Ballet School
- 1 Senior Boy was awarded a full scholarship

Youth America Grand Prix
- 1 Senior Boy qualified for the Final

Isobel Anderson Awards
- 1 Senior Boy placed 2nd
- 1 Senior Girl and 1 Junior Girl qualified for the Semi Finals

RAD Joan and Monica Halliday Awards
- 1 Junior Girl qualified for the Semi Finals

Australian Cecchetti Young Dancer Awards
- 1 Senior Girl received Highly Commended

Australian Classical Challenge
- 1 Senior Boy placed 2nd in Classical, was a finalist in Contemporary and was awarded a one-week scholarship to the Queensland Ballet Academy

Wenkart Foundation Championship
- 1 Senior Boy placed 1st

Australian Ballet Intensive Training Program (ITP)
- 1 Senior Girl and 2 Junior Girls were selected

Sydney Eisteddfod
- Senior Contemporary Performance Group placed 1st in Contemporary and Classical
- Senior Jazz Performance Group 1 placed in 1st in Jazz, Musical Theatre and Hip Hop
- Senior Jazz Performance Group 2 placed 3rd in Jazz, Musical Theatre and Hip Hop
- Senior Ballet Performance Group received Highly Commended in Contemporary and Classical
- 1 Senior Girl received Highly Commended in 15/O Tap

Sydney Eisteddfod Dance Gala
- Senior Jazz Performance Group 1 selected to perform in Dance of Champions

Extreme Dance Competition
- Senior Jazz Performance Group 1 placed 2nd
- Senior Contemporary Performance Group placed 3rd
- 1 Senior Girl placed 2nd in Lyrical Solo and received Highly Commended in Contemporary Solo

SPACE
- Senior Ballet Performance Group placed 1st

IRBD Eisteddfod
- Senior Contemporary Performance Group placed 1st
- Individual Results: 4 1st places, 4 2nd places, 3 3rd places, 1 Highly Commended

Dance Life Unite
- Junior Ballet Performance Group placed 2nd
- 1 Senior Boy placed 1st in Ballet, 1st in Contemporary, 4th in Jazz, was awarded the Director's Choice Award and won the Teen Protege Grand Champion with his Lyrical solo
- 1 Senior Girl placed 3rd in 14U Jazz

Ultimate Dance Challenge
- 2 Senior Girls placed 3rd in Classical Solo

Expression
- 1 Senior Girl placed 2nd in Contemporary, 3rd in Classical

St George Eisteddfod
- Redlands dancers achieved 2 1st places, 3 2nd places, 2 Highly Commended

Get the Beat
- Redlands dancers achieved 3 1st places, 3 2nd places, 4 3rd places



Performing Arts

Musical – *The Addams Family*
Gala Arts Festival
Dance on Film – *Les Sylphides, Still Life, The Oscars*
Play – *A Midsummer Night's Dream*
Senior Music Festival – *Like a Variation*
Junior Music Festival – *A Night with the Stars*
Junior Musical Theatre - *Matilda*
Senior Piano Competition
Junior Piano Competition
Vocal Competition
Instrumental Competition
Composition Competition
Battle of the Bands
HICES Music Festival
Junior Choral Celebration
K-6 Strings Concert
MIP Concert
Red Factor
Drama Competition
Shakespeare Festival
Theatresports Competition
Drama Celebration
End of Year Soirees

Service

Matthew Talbot Hostel
Breast Cancer Research
Mother's Day Classic Fun Run and Walk
Anglicare Toys 'n' Tucker Appeal
Emergency Action Alliance
– Turkey/Syria Earthquakes
Children's Cancer Institute
CMRI – Jeans for Genes Day
Kids Giving Back
Lifeline Foundation
Rough Edges
Wayside Chapel
Bear Cottage
World Wide Fund for Nature
Shoes for Planet Earth
Epilepsy Australia
Forbes Floods
Royal North Shore Hospital
Year 12 Give Back Day
Bougainvillea Retirement Village
Mackillop Grange Retirement Village
Clean Up Australia
ANZAC Day Services
Remembrance Day
Greenlands Week

Leadership

Burn Bright Leadership Training
yLead Altitude Day
National Young Leaders Day
Peer Support Leadership Program
Student Representative Council
UN International Women's Day
National Reconciliation Week
NAIDOC Week
House Spirit Fair
Harmony Day
World Ocean Day
Duke of Edinburgh

Sport Achievements

Athletics

AUSTRALIAN JUNIOR CHAMPIONSHIPS
- 1 Senior Girl placed 5th in U15 Hammer Throw
- 1 Senior Girl placed 8th in U13 1500m and 11th in U14 800m
- 1 Senior Girl placed 12th in U16 800m
- 1 Senior Boy placed 14th in U18 800m (PB) and 26th in U18 1500m

NSW JUNIOR CHAMPIONSHIPS
- 1 Senior Boy placed 1st in U18 1500m and 2nd in U18 800m
- 1 Senior Girl placed 2nd in U15 Hammer Throw

NSW LITTLE ATHLETICS CHAMPIONSHIPS
- 1 Senior Boy placed 1st in 1500m (PB 3.59)

NSW ALL SCHOOLS CHAMPIONSHIPS
- 1 Senior Girl placed 4th in 13Y 1500m, 5th in 14Y 3000m
- 1 Senior Girl placed 1st in 14Y Hammer Throw
- 1 Senior Girl placed 4th in 15Y 800m

CIS CARNIVAL
- Redlands team achieved 6 podium finishes: 3 Gold, 1 Silver, 2 Bronze

ISA CARNIVAL
- Redlands team achieved 60 podium places: 16 1st places, 23 2nd places, 21 3rd places
- Girls placed 2nd Overall: Senior Girls 2nd, Inter Girls 2nd, Junior Girls 4th
- Boys placed 6th Overall: Senior Boys 6th, Inter Boys 8th, Junior Boys 6th
- 21 students were selected to represent ISA at the CIS Carnival

HICES CARNIVAL
- Junior team placed 3rd: 2 records broken in Junior Boys 1500m and Senior Boys Relay

JUNIOR ATHLETICS CARNIVAL
- 1 record broken: U12 Boys 200m

AFL

- 1 Senior Boy and 1 Senior Girl represented NSW All Schools at the School Sports Australia 15/U Championships, where the Girls team placed 3rd and the Boys team placed 5th; the Senior Boy named co-captain of the team and the Senior Girl named in the U15 Girls All Australian Merit team
- 4 Year 9 students were selected for the ISA U15 teams to compete at the NSW CIS Championships, with the Boys team winning the Championships and the Girls team runners up; a Senior Boy named Captain of his team and voted Player of the Tournament
- 1 Senior Boy and 1 Senior Girl were selected for the NSW All Schools teams to compete at the National Championships
- 1 Junior Boy was selected for the CIS team which was runner up in the NSW PSSA Championships Grand Final; he was awarded Players Player and Mark of the Day in game 2, Team Captain for game 3 and the Team Courage award

Basketball

AUSTRALIAN BASKETBALL CHAMPIONSHIPS
- 1st Boys placed 4th, 1st Girls placed 6th and U17 Boys placed 5th

NSW ALL SCHOOLS CHAMPIONSHIPS
- 2 Senior Girls represented NSW CIS Open Girls team, with 1 selected for the NSW All Schools Open Girls Merit team

CIS CHAMPIONSHIPS
- 5 Senior Girls and their ISA Opens team won the Championships

ISA CHAMPIONSHIPS
- Girls teams won the Girls Championship Shield
- Girls Inter A, Inter B, Boys 15B, 14B and 14C won the Grand Final Championships
- Girls 1sts, Junior B, Junior C, Boys 15C, 15D and 13C were runners up in the Grand Final
- 6 Senior Girls were selected for the ISA Opens and 16U team to compete at the NSW CIS Championships
- 1 Senior Girl and her U18 NSW Metro team won Silver at the U18 National Championships
- 3 Senior Girls and their North Sydney Bears team won the U18 National Junior Classic, 1 Senior Girl named as the Grand Final MVP
- 2 Junior students were selected for the CIS team to compete at the NSW PSSA Championships

Cross Country

NSW ALL SCHOOLS CHAMPIONSHIPS
- 2 Senior students represented CIS, achieving 11th and 14th places

NSW CIS CHAMPIONSHIPS
- 10 Senior students represented ISA, with 1 Senior Girl placing 7th in 15Y 4km and 1 Senior Boy placing 8th in 17Y 6km

ISA CARNIVAL
- Senior Girls placed 1st Overall and were awarded the ISA Senior Girls Shield
- Boys placed 2nd Overall: Senior Boys 5th, Inter Boys 4th, Junior Boys 4th
- Girls placed 3rd Overall: Senior Girls 1st, Inter Girls 4th, Junior Girls 4th
- 2 Senior Girls placed 1st in 18Y 6km and 3rd in U15
- 2 Senior Boys placed 2nd in U17 and 3rd in U13

HICES/IPSHA
- Redlands team placed 2nd Overall
- 21 Junior students qualified to represent HICES at the CIS Championships
- 10 Junior students were selected to compete at the IPSHA Carnival

Football

- 15B Boys won the ISA Grand Final Championships
- Girls 2nds, Girls Junior A and Boys 13A were runners up in the ISA Grand Final
- 6 Senior students represented ISA at the NSW CIS Championships in Open Girls, Open Boys and 16U Boys
- 2 Senior students were selected for CIS teams to compete at the NSW Championships
- Boys 1sts won the SACS Plate
- 1 Senior Girl was selected for the Sydney FC Women's team which won the Liberty A Leage Grand Final; and was selected for Sydney FC to compete in the Women's Club Championships in Uzbekistan
- 1 Senior Boy played for the Under 18 Western Sydney Wanderers; and was selected for the Australian U17 Subway Joeys squad to compete in the Asian Cup in Thailand
- Redlands Junior team was undefeated at the HICES Gala Day
- 3 Junior Boys were selected for the HICES team to compete at the CIS Championships
- All three Junior Girls teams went through their season undefeated

Hockey

- Junior Girls team won the ISA Grand Final Championships
- 5 Senior Girls were selected for ISA teams to compete at the NSW CIS Championships
- 2 Senior Girls were selected for the NSW CIS team to compete at the NSW All Schools Championships; with 1 named in the NSW All Schools Merit team
- 1 Senior Girl was awarded the NSW Community Young Hockey Coach of the Year at the Hockey NSW Awards night
- 3 Junior Girls were selected for CIS Hockey trials and 1 was selected for the CIS team to compete at the NSW PSSA Championships
- 1 Senior Boy was selected to represent NSW U13 State team at the National Indoor Hockey Championships.

Netball

- Inter D And Junior C teams won the ISA Grand Final Championships
- Senior 3rds, Inter A, B, C, D and Junior D, G teams were runners up in the ISA Grand Final
- 5 Senior Girls were selected for the ISA Opens squad and 15U team
- Junior 3A team finished the season undefeated

Rugby

- 15s team was runner up in the ISA Semi Finals
- 2 Senior Boys and their teams contested the NSW Junior Championships
- 3 Junior Boys were selected to attend the CIS trials
- 3 Junior Boys were selected to represent NSJRU at the SJRU State Cup

Rowing

NSW CHAMPIONSHIPS
- 1 Senior Boy won Silver and Bronze

HEAD OF THE RIVER
- Redlands crews won 3 Silver and 7 Bronze

ISRA
- Redlands crews placed 3rd, winning 4 Gold, 8 Silver and 5 Bronze

ACT JUNIOR CHAMPIONSHIPS
- Redlands crews won 4 Gold, 2 Silver and 4 Bronze

ACT HEAD OF THE LAKE REGATTA
- Redlands crews won 5 Gold, 6 Silver, 8 Bronze

SMALL BOAT REGATTA
- Redlands crews achieved 2 3rd places, 2 5th places, 6th and 8th places

Swimming

AUSTRALIAN AGE CHAMPIONSHIPS
- 1 Senior Boy placed 3rd in the 4x50m Medley Club Relay

NSW SENIOR AGE CHAMPIONSHIPS
- 1 Senior Boy won Silver in 50m Backstroke and 200m Freestyle, Bronze in 100m Backstroke, placed 4th in 200m Medley Relay

SENIOR SWIMMING CARNIVAL
- 6 records broken: 18 Boys 50m Breaststroke, 16 Boys 50m Freestyle, Intermediate Boys 100m Freestyle, 16 Boys 50m Backstroke, Intermediate Boys 50m Butterfly, Open Boys Champion of Champions

NSW CIS CHAMPIONSHIPS
- 8 students represented ISA, achieving 3 Top 5, 6 other Top 10 and 8 other Top 20 places
- 2 Senior Boys placed 4th in 16 50m Backstroke, 5th in 15-16 100m Backstroke, 5th in 17-19 50m Butterfly

ISA CHAMPIONSHIPS
- Girls team won Div 2 Championship Shield: Senior Girls 1st, Inter Girls 2nd, Junior Girls 1st
- Boys team placed 9th in Div 1: Senior Boys 5th, Inter Boys 7th, Junior Boys 9th
- Redlands team achieved 3 Gold, 2 Silver, 8 Bronze
- 8 students were selected to represent ISA at the NSW CIS Championships

HICES CARNIVAL
- Junior School team placed 2nd Overall
- 17 students were selected to represent HICES at NSW CIS Championships



Sailing

REDLANDS CUP

- Elliotts: Redlands boat placed 1st
- Pacers: 2 Redlands boats contested the Gold Fleet Final; 4 boats contested the Silver Fleet Final

- 1 Senior Girl placed 1st in the Girls U17, 2nd in the U17 Overall, 4th Female Overall and 7th Overall at the ILCA Metropolitan Championships; was selected for the Australian Pathways Emerging Sailing Team Camp; placed 2nd Female Overall, 1st in Under 17 Female, 2nd in Under 17 Overall and 7th Overall at the Queensland Championships; and placed 2nd female, 2nd in NSW, 2nd U17 and 6th Overall at the NSW Youth Competition.
- 1 Senior Boy placed 3rd at the NSW Sabot Titles

Tennis

- Terms 4, 5 7 and 8 won the ISA Grand Final Championships
- 2 Senior Boys were selected for the ISA team
- 1 Senior Boy competed in the International ITF Tournament in Noumea
- Redlands 9 were runners up in the Summer Tennis Finals
- 3 Junior students represented HICES in the CIS Tennis trials
- 8 Yr 3 students represented Redlands at the NSTA Primary Schools Challenge with 1 team placing 1st and 1 team placing 2nd

Touch Football

- Girls 1sts and Senior Boys 3rds won the ISA Grand Final Championships
- Junior A Boys were runners up in the ISA Grand Final
- 5 Senior students were selected for ISA Open Girls, 15 Boys and 15 Girls
- 1 Senior Boy was selected for the NSW CIS team to compete at the NSW All Schools Championships
- 13 students represented Norths Bears at the NSW Junior Cup

Snowsports

REDLANDS CUP

- Redlands team achieved 15 podium finishes: 1 Gold, 7 Silver, 7 Bronze

SYDNEY INTERSCHOOLS

- Redlands team achieved 18 podium finishes 1 Gold, 7 Silver, 10 Bronze

NSW INTERSCHOOLS

- Redlands team achieved 9 Top 10 finishes 1 Bronze, 5 4th places, 2 5th places, 6th place
- 28 students qualified for the National Interschools

- 1 Senior Girl won the World Rookie Tour Free Ski Finals at Madonna di Campiglio, Italy; placed 3rd at the Big Air Competition in Corvatsch, Switzerland and 4th in the Slopestyle Competition; and was invited to The Nines where she became the first Australian female to land the Double Cork 1080, for which she was nominated for Snow Australia's Junior Athlete of the Year

Baseball

- 1 Senior Boy and team placed 3rd in the NSW Senior League Championships

Cricket

- 2 Junior Girls were selected for the NSW CIS Girls team to compete in the NSW PSSA Championships

Fencing

- 1 Junior Girl won Bonze in the 2023 State Championships; 2 Bronze medals in U12 and U14 at the Sydney Olympic Cup; and 2 Silver medals in U11 and U13 at the Roberta Nutt Shield competition

Gymnastics

- 2 Senior Girls were selected to represent NSW at the Australian Gymnastics Championships
- 1 Senior Girl and her Acro team won bronze at the Las Vegas Acro Cup; and she was selected for the 2023 National Acrobatic Gymnastics squad

Softball

- 1 Junior Girl and her Junior Australian Softball team won the Easter Classic competition in New Zealand

Surfing

- 1 Senior Girl placed 2nd in the Northern Beaches Regional Titles

Synchronised Swimming

- 1 Junior Girl and her team placed 3rd at the National Championships in Perth

Volleyball

- 5 Senior students finished at the top of their league and won Silver in the Manly Warringah Division 2 Finals

Donors

The following is a list of the names of families, friends and Alumni who financially supported the means-tested Redlands Foundation Scholarship Fund and Building Fund during 2023. Their generosity is appreciated and on behalf of the School community we thank you sincerely for your support. The following list of donors excludes a number of generous donors who have asked to remain anonymous.

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The Board



Glenda McLoughlin

BEc, MBA, FAICD
Appointed October 2016
Chair

Glenda is a Company Director and former banker and Chief Financial Officer. She has one child who graduated from Redlands in 2021. She is a member of the Finance and Audit, Nominations and Governance, Physical Resources and Foundation Advisory Committees. Glenda previously held senior roles in investment banks Barclays Capital, Morgan Stanley and Credit Suisse. Prior to her banking career she was a consultant with Price Waterhouse and NERA (London). She has been a founding director and board Chair of two ASX listed energy companies. Glenda's focus is on ensuring Redlands has a strong operating and financial capability to deliver a world class educational experience to its students.



Professor Glenn Wightwick

BSc, FTSE
Appointed April 2020
Deputy Chair

Glenn is the Deputy Vice-Chancellor of Enterprise at the University of Technology Sydney. He has worked in research and innovation in higher education for ten years and has more than 30 years' experience in information technology. He has one child currently attending Redlands and two who graduated in 2020 and 2022. Glenn is a member of the Nominations and Governance and Physical Resources Committees and is keen to support the development of innovation and entrepreneurship at Redlands.



Jane Anderson

MMgmt, PGDip Bank
Appointed May 2018

Jane is currently an Executive General Manager, Corporate Affairs for an insurance company. She has more than 20 years' corporate affairs experience in financial services including insurance, banking, superannuation and asset management. She has two children currently attending Redlands. Jane is Chair of the Nominations and Governance Committee and a member of the Risk Oversight Committee. Jane's focus is on supporting Redlands to continue to thrive as a first class coeducational school that recognises the unique needs of each student.



Kylie Binnekamp

BBus, DipLaw (LPAB), GradDip Legal Practice
Appointed May 2017

Kylie is currently a Company Director and Practice Manager for a private medical practice. She has over 13 years legal experience practising as a solicitor. Kylie has two children who graduated from Redlands in 2019 and 2023. She is the Board Appointee to the Redlands Parents and Friends Association and the Uniform Working Group. Kylie's aim is to serve the Redlands community.



Patricia (Paddy) Carney

BSc (Hons), FCA
Appointed August 2020

Paddy is a senior partner at PWC Australia. She has over 30 years' experience providing assurance services and related services to listed companies, private companies and multi-nationals in the UK, Australia and Asia-Pacific. She has extensive director experience, has been a member of the Global Board of the PWC network since 2017 and is a Director of the Sydney Festival. She has one child currently attending Redlands and one who graduated in 2022, and is Chair of the Risk Oversight Committee and a member of the Finance and Audit Committee. Paddy is keen to ensure Redlands operates in a sustainable way in all aspects of its operations such that it is still thriving in another 140 years' time.



Amy Cheung

MBA, BMedSc
Appointed April 2021

Amy is a senior executive with over 28 years' experience in innovation, management consulting, digital marketing and general management. She is the founding director of Con Moto, a management consulting company focusing on helping start-ups, entrepreneurs and businesses grow in the digital age, and previously held senior roles in Telstra and AAPT. Amy is a member of the Finance and Audit Committee and the Board representative on the Sustainability Working Group. As a Redlands alumna, Amy is passionate to help her school to be known as a world class school with many unique educational offerings.



Megan Coall

LLB, BComm, GAICD
Appointed February 2024

Megan is a lawyer with over 15 years' experience working in law firms in Sydney and London. She mainly advises corporate clients on mergers and acquisitions and other commercial transactions, particularly in the energy and resources sector. Megan is a member of the Risk Oversight Committee.



Christian Cooksley

BScArch, B.Arch
Appointed March 2024

Christian is a Director of an Architecture firm based in Sydney. He has over 20 years' experience working on the design and delivery of both multi-unit residential and large commercial projects in Australia, New Zealand and the United Kingdom. He is a member of the Physical Resources Committee and has two children currently attending Redlands. Christian's focus is to help Redlands provide its students with exceptional educational facilities.



Peter Gold

B Comm
Appointed April 2017

Peter is a Managing Director of Archer Capital - a private equity investment company of which he was a founding team member in 1997. He is also a significant shareholder and Chairman of Future Super, and an active investor and supporter of other climate impact businesses and projects. Previous roles include investment banking experience with Morgan Stanley in New York, and he has qualified as an Associate of the Institute of Actuaries of Australia. He has one child currently attending Redlands and one who graduated in 2022, and he is Chair of the Finance and Audit Committee. Peter's goal for Redlands is to achieve widespread recognition as a differentiated and innovating provider of coeducation in NSW.



Anna Reed-Stephenson

MBA, BA
Appointed June 2018

Anna is an IT Executive with over 20 years' experience across multiple IT disciplines and industries. She is a member of the Physical Resources Committee. Anna has a passion for working with youth to recognise how they can use their individual talents to serve their communities.



Grahame Petersen

BA, Grad Dip SIA, FAICD, FINSIA
Appointed March 2020

Grahame has 35 years' experience in the financial services industry, with senior executive experience in banking, strategy, risk management, investment, technology and cultural change. He has been a director of a number of financial services companies since 1999, is currently a Director of Mary MacKillop Today and is engaged in coaching and community roles. Grahame has three children currently attending Redlands and he is a member of the Finance and Audit Committee and Chair of the Physical Resources and Foundation Advisory Committees. Grahame is committed to ensuring strong governance at Redlands to enable the School to deliver a contemporary real world education offering academic excellence and diverse life learning experiences within a coeducational environment.



Juliet Wenden

BAcc, DipSupMgt, AMusA, FASFA
Appointed November 2023

Juliet has 25 years' experience working in the superannuation industry. She is the Executive Officer of Anglican Super, the superannuation fund specifically designed for staff in the Anglican Church across Australia. She is a Fellow of the Association of Superannuation Funds of Australia. Juliet is a member of the Nominations and Governance Committee and has one child currently attending Redlands.

Retiring Directors



John Pradel

BArch, JP
Appointed September 2018
Retired March 2024



Rev Timothy St Quintin

BD (Hons), BSc (Hons)
Appointed August 2017
Retired November 2023



Michael Winram

BAppFinn, LLB, AMusA
Appointed May 2019
Retired September 2023

Governance

SCECGS Redlands Limited School Governance Statement

SCECGS Redlands Limited operates as a public company limited by guarantee.

Members do not have an economic interest in the assets or operating surplus of the company or the School and are not entitled to any dividends or other payments. Any surplus must be applied for the benefit of the School.

The operation of the School is overseen by a Board of Directors who do this in accordance with the purposes and objectives of the School as set out in the Constitution.

The role of the Board is to effectively represent and promote the interests of the School with a view to adding long term value to the School as an educational enterprise.

The Board operates within a highly regulated environment and complies with governance requirements of the following:

- The Corporations Act 2001
- The NSW Education Standards Authority (NESA)
- The Australian Charities and Not-for-Profits Commission (ACNC) Act

The following provides a summary overview of the approach to corporate governance taken by the Board.

The Board has established sound foundations for School Governance and Management oversight

The Board has adopted a Board Charter which describes the role of the Board, Board procedures, the role of the Chair and Deputy Chair and the functions of Board Committees.

The Board is responsible for setting and reviewing the strategic direction of the School, as well as monitoring the implementation of that strategy by management. The Board is responsible for:

- the appointment and removal of the Principal;
- establishing policies that seek to strengthen the School;
- monitoring the performance of the Principal;
- reviewing and protecting the School's reputation;
- protecting the School's financial position;
- ensuring that the School's financial statements are true and fair and conform with the law;
- ensuring that the School adheres to high standards of ethical and corporate behaviour; and
- ensuring that the School has appropriate risk management and regulatory compliance policies in place.

The Principal is responsible for the day-to-day management of the School.

The Board has established the following standing Committees:

- Nominations and Governance
- Finance and Audit
- Risk Oversight; and
- Physical Resources.

The Board uses its best endeavours to familiarise itself with issues of concern to stakeholders. In doing so, the Board regularly evaluates economic, social, reputational and regulatory issues and changes that may affect the development of the School or the interests of stakeholders.

The Board is structured to add value

Under the Constitution of the School, the Board comprises four to six Directors who are elected by the members of SCECGS Redlands Limited, up to four Directors who are nominated by the Board and four Directors who are nominated by Sydney Diocesan Services (SDS). Directors are proposed who have the ability to make a contribution to the School through their experience, qualifications, talents and commitment to the School.

The maximum number of Board members is twelve who are all non-executives. All elective and SDS appointed Directors hold office initially for three years. Elective Directors retire by rotation in accordance with the School's Constitution. It is not generally expected that a Director would hold office for more than ten years or be nominated for more than three consecutive terms, whichever is the longer. Each triennium, the Board appoints a Chair and Deputy Chair from among the Directors.

Board Directors receive no remuneration for their services, but may be reimbursed for reasonable expenses (other than time) such as special travel, conferences and accommodation specifically for School business. The School provides Directors with indemnity and insurance cover to the extent permitted by the Corporations Act.

The Board normally holds meetings in each month of the year except outside of school term times and may hold additional meetings as the occasion requires.

The Board is comprised entirely of Independent Non-Executive Directors who, together with management, have the appropriate balance of skills, knowledge, experience and independence to meet the obligations of the Company. During 2023, the Board comprised twelve Directors, whose biographical details can be found on the previous pages.

New Directors have the benefit of an induction program aimed at deepening their understanding of the School and the environment in which the School operates.

All Directors are entitled to obtain independent professional advice relating to the affairs of the School or their responsibilities as a Director, provided that the expense is reasonable and the Director has received written approval of this expense from the Chair.

Each year the Board critically evaluates its own performance, and every third year the performance of individual Directors is evaluated by an external expert.

Director skills, experience and attributes

The Redlands Board and its Nomination and Governance Committee work to ensure that the composition of the Redlands Board has the right balance necessary to fulfil its responsibilities.

The Board aspires to reflect the community that we serve and aims to be diverse in terms of gender, personal and professional skills. The Board aims to comprise Directors with a balance of experience and expertise to administer an independent School such as Redlands. All Directors are expected to comply with the School's Code of Conduct and to be considered a "fit and proper" person able to comply with their responsibilities as Responsible Persons under the Education Act NSW (1990).

The Board skills matrix identifies the skills and experience that the Board needs to ensure effective governance of the School and to assist the School in developing strategies to respond to its changing external environment.

The table and charts on the following page reflect the Board composition of 12 Directors.

The Board promotes ethical and responsible decision-making

In forming its decisions, the Board aims to make sensible business and governance decisions, to contribute to the purpose of the School, to apply sound practical sense and to adhere to high ethical standards which are aligned to the School's values.

To inform this decision making, the Board has adopted a formal code of conduct which sets out expectations with respect to acting with reasonable care and diligence, behaviour, confidentiality, the interests of stakeholders, independence of judgement and acting honestly and fairly in the best interests of the School. In addition, the Board has adopted policies with respect to the following areas:

- conflicts of interest
- notification of related party transactions
- delegations
- confidentiality
- whistleblowing.

The Board safeguards the integrity of the corporate financial reporting

A Finance and Audit Committee reports to the Board. The committee regularly examines and makes recommendations to the Board regarding:

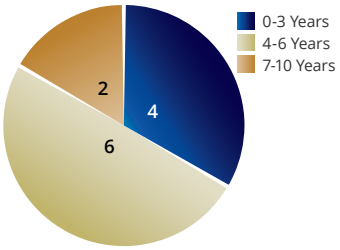
- approval of annual budgets
- financial risk management policies
- processes, frameworks and insurances
- compliance with financial risk policies
- accounting principles in the School's accounts; and
- the appointment of the external auditor and any internal audit activity.

The Finance and Audit Committee consists of not more than five members, one of whom is the Board Chair.

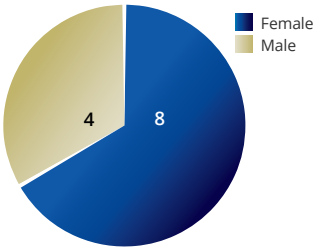
Board Composition

Corporate Governance / Director Experience The Director has extensive experience (at least 5 years) as a company director with other organisations and/or is a member of the Australian Institute of Company Directors or Governance Institute	9
Strategy / Commercial Experience Experience in strategy development and implementation and/or consultant experience and/or specific strategy qualification	7
Financial Expertise Extensive experience in the finance sector with the capability to evaluate financial statements and understand corporate finance, internal controls and experience probing the adequacy of financial controls and/or specific qualification	5
Risk Management / Legal Experience Experience with an external organisation in risk management and probing the adequacy of financial and risk controls and/or reviewing legal contracts and insurances and/or specific qualification	6
Property Experience Experience in the design, approvals, construction or governance oversight of major construction projects and/or specific qualification	1
Technology Experience and expertise in the development, selection and implementation of technology and innovation and responding to digital disruption and/or specific qualification	2
Operational Workplace Expertise Extensive operational experience in complex workplace environments in human resources, HS&E, sustainability, marketing, stakeholder relations, communications or operations leadership roles	11
Global Perspectives Experience of living and/or working internationally for at least one year	10
Experienced Educationalist The Company's Constitution calls the Board to endeavour to appoint as a Nominee Director an experienced educationalist	1

Board Tenure



Gender Diversity







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Operated by SCECGS Redlands Limited ABN 96 001 336 269 CRICOS Provider Code: 00713M

REDLANDS
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