



# Moriah College

בית ספר הר המוריה



**2014** 62nd Annual Report and  
Financial Statements



**Moriah College**  
בית ספר הר המוריה

## 62nd Annual Report and Financial Statements

### **Moriah War Memorial College Association**

ACN 000 049 383

### **The Moriah War Memorial Jewish College Association Limited**

ACN 003 214 560

### **Moriah College Building Fund & Moriah War Memorial Fund**

### **Moriah College Building Fund & Moriah War Memorial Fund Trustee**

Queens Park Road  
Bondi Junction NSW 2022

**ANNUAL GENERAL MEETINGS**  
WEDNESDAY, 20 MAY 2015

#### **TRUSTEES**

Mr R Goot AM, SC (Chairman)  
Mr R N Simons OAM  
Mr R Gavshon  
Mr D Goulburn  
Mr G Einfeld OAM

#### **LIFE PATRONS**

Mr R N Simons OAM  
Mr R Goot AM, SC  
Mr R Gavshon

#### **PRESIDENT**

Mr G Friede

#### **IMMEDIATE PAST PRESIDENT**

Mr M Schneider (retired May 2014)

#### **DEPUTY PRESIDENT**

Dr S Morris

#### **TREASURER**

Mr J Fridman

#### **HONORARY SECRETARY**

Ms M Sonnabend

#### **BOARD OF DIRECTORS**

Mr O Freedman  
Mr A Gelman  
Mr R Goot AM SC (resigned May 2014)  
Mr S Jankelowitz  
Mrs J Lowy  
Mr G Sher  
Mrs T Solsky  
Mr M Weininger  
Mr S Wilkenfeld

#### **COLLEGE PRINCIPAL**

Mr J Hamey  
B Ed (Distinction), Med Lead

#### **DEAN OF JEWISH LIFE AND LEARNING**

Rabbi B Levy  
BA (HONS), DipEd

#### **CHIEF OPERATING OFFICER**

Mr T Johnson  
MBA, B.Bus, BCom, FCPA, AFAIM, CPMgr  
(appointed January 2015)

#### **HEAD OF CORPORATE SERVICES**

Mr S Samuels  
B Com, ACA, FCIS, CPA  
(resigned December 2014)

#### **HEAD OF MIDDLE SCHOOL**

Mrs T Fischl  
B Ed Primary, B Teach, Cert TFU  
(redundant December 2014)

#### **HEAD OF PRIMARY SCHOOL**

Mr R Krigstein  
DipTch B Ed MEd Admin

#### **DIRECTOR OF EARLY LEARNING**

Mrs C Milwidsky  
AMI Dip Montessori Preschool  
BA Ed & Clinical Psych Post Grad Dip  
Counselling

#### **PRESIDENT PARENTS' & FRIENDS' ASSOCIATION**

Mrs L Ehrlich

#### **AUDITOR**

Grant Thornton Audit Pty Ltd

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# Our History / Welcome

## WELCOME

Moriah College is an independent, co-educational modern Orthodox Jewish school, which prides itself on providing the highest standard of Jewish education.

Offering Preschool, Primary, and High School education, Moriah aspires to achieve consistently excellent academic standards. Year after year, our HSC results are up there with the best.

Moriah College also embraces the belief that education does not stop at academic learning. A knowledge of our Jewish traditions, ethics and family values, a positive commitment to modern Judaism and a love for the State of Israel help to ensure our young people become caring, active, responsible members of the community.

## HISTORY

Founded in 1943 by the Late Mr Abraham Isaac Rabinovitch, Moriah College is an independent, co-educational Modern Orthodox Jewish Day School, providing the highest standard of secular and Jewish education from Preschool through to HSC level.

In 1951, when Moriah opened its Vivian Street, Bellevue Hill campus, it was a Primary School of 26 students and four teachers. Today Moriah, with a total enrolment in excess of 1700 students is one of the leading Jewish Day schools not only in Australia, but of the English speaking world.

On 13 April, 1994, Moriah College's High School moved from its Vivian Street, Bellevue Hill premises to the new High School constructed at Queens Park. On the same day, our Primary School (Years 3-6) also moved on to the Queens Park site and in so doing, the Late Abraham Rabinovitch's dream that one day Sydney would have a Jewish Day School "which would rival any in the wider Community", was realised.

## MISSION STATEMENT

"Moriah College aspires to achieve excellent academic standards by promoting the intellectual, spiritual, moral, social and physical development of the students. We strive to foster critical thought, cultural interests, tolerance, social

responsibility and self-discipline. The total development of all our students remains our overall concern - helping them to proudly realise their full potential as Jews, and as Australians."

## EDUCATIONAL GOALS

Moriah not only aspires to achieve excellence in academic standards, but maintains and promotes among its students an awareness of and a feeling for Jewish traditions and ethics, an understanding of and a positive commitment to Orthodox Judaism and identification with and love for Israel.

Moriah creates a stimulating and caring environment for each student, provides a rich Jewish social and cultural experience and offers wide-ranging support services for its students, including support programs for children with special needs and careers information and advice.

## DUAL CURRICULUM

Moriah College offers a dual curriculum of Secular and Jewish Studies. It provides secular education, which exceeds the standards required by the various New South Wales authorities. At the same time, it provides a comprehensive and enriching Jewish Studies curriculum, faithful to the College's founding philosophy.

Both curricula are compulsory and the College views the dual system as embodying the totality of the learning experiences to which the student is exposed.

The educational program at Moriah College recognises the individual needs and interests of the students as well as the needs of the Community – maintaining a balance between the need to preserve and the need to respond to social, economic and cultural change.

## BOARD OF DIRECTORS

Moriah College is operated by the Moriah War Memorial College Association and The Moriah War Memorial Jewish College Association Limited.

Under its constitutions, the Associations' Board of Directors is responsible for the direction, control, decision making and

development of the College. Membership of the Associations is available to any person of the Jewish faith, other than teachers employed by the Association.

In broad terms, the Board of Directors is required to formulate and develop College policy, arrange funding of the College's operations, present the College to the Community at large and to make known the ethos, aims and objectives of the College.

The Board of Directors comprises members of the Board. The College Principal and the Chief Operating Officer attend meetings of the Board. Life Patrons (appointed under the old Constitution) can attend meetings of the Board. Those appointed under the current Constitution have the right to attend at least two meetings of the Board of Directors each year, at the invitation of the President.

There are three general areas of responsibility of the Board of Directors:

- The responsible management of the College on behalf of Members of the Associations and the realisation of the objectives of the Associations.
- Development and assessment of overall policies.
- The selection of the College Principal, Dean of Jewish Life and Learning and the Chief Operating Officer, and also representation in the selection and appointment of Heads of Schools.

Delegated to the College Principal is the responsibility for interpreting and implementing the aims and objectives

consistent with the ethos of the College and the policies formulated by the Board. The College Principal is given authority, inter alia for:

- The operation of the College within a policy framework set down by the Board and within the budgets approved by the Board.
- Engagement and dismissal of teaching staff and providing them with direction, management, guidance and supervision.
- The determination of the teaching practices, which are to be applied in addition to the educational opportunities to be offered.
- Spiritual and pastoral care of and overall guidance to, students and the disciplinary practices which are to apply.
- Generally maintaining high morale and school spirit of both pupils and teaching staff within the College.

Further information regarding the school context that is publicly available including student numbers, student background, school staff, enrolments, senior secondary outcomes and VET can be found at the My School website [www.myschool.edu.au](http://www.myschool.edu.au) or the College website [www.moriah.nsw.edu.au](http://www.moriah.nsw.edu.au)





Giora Friede  
President

# Our School

## College President's Report

### INTRODUCTION

It is with much pride that I present my third report on the College's activities for the 2014/2015 year on behalf of the Board of Directors. The focus for 2014 was setting a vision and strategic plan for the College's next five years and creating the organisational structure and an innovative culture to deliver on the vision. We are focused on delivering a 21st century learning environment that delivers personalised and collaborative, engaged student learning. The Board has embraced the concept of an *Agile School* that encompasses change, adapts to the future and continually innovates towards better learning.

Together with the College Principal, the Board is focused on driving what Simon Breakspear, a leading thinker of education reform and learning innovation, describes as 'radical innovation'. This involves designing for learning, putting in place an agile process for change and unlocking our students' potential by fundamentally improving how they learn in an information-abundant world.

The Board is excited about the changes during the first term of 2015 and we are already seeing the positive impact of some of those changes.

### GOVERNANCE

Amendments to the NSW Education Act announced in September 2014 by the NSW Government have resulted in a number of changes to the BOSTES registration requirements concerning the governance of Independent Schools. As a result, all Board members are now required to complete 4 hours of approved professional learning per annum. In 2015 each Board member will undertake AIS modules prepared with the intention of helping Board members fulfil this requirement. The Board is also required to compile and maintain Registers of Related Party Transactions and Conflicts of Interest in order to fulfil its registration requirements.

### STRATEGIC PLAN 2015-2020

Most significantly, during 2014, the College launched the development of a Strategic Plan that will guide the College in evolving and adapting, from now until 2020. Closely aligned to the Strategic Plan, the College undertook a restructure, as detailed below, which is designed to create the foundation for Moriah College to move from being a good school, to a great one. Our strategic goals are to be delivered within the context of our Modern Orthodox Zionist ethos and value system, encapsulating the sense of Jewish continuity and belonging, which is the cornerstone of everything that we do.

The main components of our Strategic Plan are as follows:

1. Deliver the highest quality personalised learning experiences for our students, creating within them a desire for lifelong learning and commitment to realising their academic potential
2. Attract, develop and retain the highest calibre, passionate staff who feel valued and committed to the education of our students, and who view Moriah as their preferred place of employment
3. Provide innovative and contemporary learning environments that equip our students with the ability to meet future challenges as active and responsible global citizens
4. Provide challenging co-curricular experiences that promote team spirit, resilience, independence, self-discipline, responsible decision-making, and self-confidence
5. Provide the highest levels of wellbeing for each student with a holistic school experience grounded in Jewish values

The Board and College Principal strive to ensure that our strategic initiatives are evidenced-based and our decision-making is data-driven, providing a sense of rigour to all that we do at the College.

The Strategic Plan will be communicated more fully during the course of Term 2, 2015.

### COLLEGE RESTRUCTURE

In August 2014, the College undertook a significant restructure, with the removal of the Middle School, effective Term 1, 2015. This decision supported a holistic school approach with a realigned philosophy of a Primary School (K-6) and Secondary School (7-12).

In the College Principal's letter to parents in September 2014, he stated:

*'Our strategic vision that will guide us from now until 2020 is one that is evolving, growing, developing, and moving our school from 'good' to 'great' along a path that requires clarity, diligence and a focus on what is vital.*

*To achieve our vision, we need to change the way we do things for our students and staff and therefore the College is undergoing a significant restructure.*

*This encompasses two major initiatives - a Year K-12 continuum of learning with a realigned philosophy of a Primary School (K-6) and Secondary School (7-12), to optimise teaching and learning outcomes for every student; and the introduction of a vertically-integrated, House-based wellbeing structure with a revitalised Co-curricular Program, encouraging students to individualise their school experience.'*

The College is now one term into the new restructure, and we are very excited about the opportunities that this new structure brings. Aligned with the strategic plan, the restructure supports innovative, personalised, and collaborative learning, which is essential for 21<sup>st</sup> century students across all ages and stages.

Another key component of the restructure is the introduction of a vertically-integrated, House-based wellbeing structure with a revitalised Co-curricular Program, enabling all students to customise their school experience through individual interests and preferences. Our educators are committed to delivering personalised, engaged learning to each student, providing effective and timely feedback on students' progress, and rigorously evaluating teaching practices. The Board is very excited about the opportunities that our new structure will bring, and we look forward to embarking on this exciting journey together, to ensure that Moriah remains at the forefront of education in New South Wales.

## MASTER PLAN

The College continues the process of preparing a Master Plan for the potential of the Queens Park Campus site, given that the current buildings and infrastructure are approaching 20 years in age and our new strategic plan includes a vision to drive new learning collaborative environments.

## AFFORDABILITY

The Board is financially judicious, and acutely aware of the cost of education. We appreciate the affordability challenge that weighs on every family, and the significant financial sacrifices that our families make in order to send their children to Moriah. Many of the Board's activities represent a significant and multifaceted approach to get the balance right between affordability and excellence, and we will leave no stone unturned to continue to improve and strive to reach a school of excellence that is affordable to all.

The restructure in 2014 allowed us to redeploy our resources towards our strategic initiatives and delivered a net saving to the College.

A specialist sub-committee of the Finance & Audit Committee has been established to look at our future sustainability of the College affordability.

I commend to you the Report of the Treasurer.

## ENROLMENTS

One of the pertinent drivers of Moriah's economic model is enrolments. A significant change for 2015 is the appointment of Vicki Farkas to the role of Director of Admissions. Vicki's broad understanding of our educational context, gleaned from working in the High School for over a decade, is already having an impact on our enrolment, and on positioning Moriah College to prospective parents. It is only through a rigorous and robust approach to attracting enrolments that our economic viability will improve and therefore positively drive our affordability initiative.

I commend to you the Report of the College Principal.

## THE MORIAH FOUNDATION

The Moriah Foundation continues to make a significant contribution to the economics of the school by providing Bursaries for those families that could otherwise not afford a Jewish education, as well as helping the College to realise its dream to send as many children on the Israel Study Tour (IST) program as possible. 2014 was a milestone year for the College where it moved from 30 students participating in IST in previous years, to close to 100 students. On behalf of the Board, and indeed the Moriah family, a huge thanks needs to go to the Moriah Foundation.

I would like to express my sincere thanks to the Foundation Board, in particular the Foundation Chair, Brian Schwartz AM and Foundation President, Judy Lowy for their total commitment to building Moriah's Foundation and thereby ensuring the sustainability of the College. I commend to you the Report of the Moriah Foundation.

## TOURING BAND/ORCHESTRA

This year the Moriah College Touring Band/Orchestra, consisting of students ranging from Year 7 to Year 11, toured the USA and Israel under the leadership of Roberta Goot. This was the largest international tour group we have ever had, with both a Symphony Orchestra and Concert Band, comprised of 60 young musicians.

The students, together with their Conductors, had rehearsed almost every Sunday, and during every school holiday, for the past year. For some of those students, being selected for the Touring Band/Orchestra is the culmination of ten years of dedication to the Music Program.

I would like to take this opportunity to thank Roberta Goot and her staff for their commitment and passion to this program, in providing our students with extraordinary opportunities such as these tours.

## ISRAEL STUDY TOUR

Under the leadership of the Dean of Jewish Life & Learning, Rabbi Benji Levy, along with teachers Jonty Blackman, Abi Blackman, Yoni Charlupski, Jo Gluckman, Mandy Meltz and Madrichim Avichai Berkovitz, Talia Diamond, Ella Hersh, Danielle Sussman, Ari Tuch, Michael Weiner, and photographer Dovi Meyer, the College had a record number of 91 Moriah students participate in the Israel Study Tour (IST) program in 2014.

On behalf of the Board, I would like to thank Rabbi Levy and his IST team, for the commitment and passion that they continue to bring to the IST program, and for ensuring the safety and wellbeing of our students and staff on the program once again.

I commend to you the Report of the Dean of Jewish Life & Learning, included in the College Principal's Report.

## HSC RESULTS

I recommend to all Members of the Association that you refer to the Graduating Class Reports issued by the College Principal. I would like to express my thanks and appreciation to the educational leadership and staff for their efforts. Our magnificent results reflect admirably, not only on the HSC teachers, but all the other teachers and support staff, from the Early Learning Centres through to Year 12, who have contributed to the development and education of the Graduating Class.

## BOARD COMMITTEES

Board sub-committees offer a unique forum for staff and lay leaders of the College to come together to address specific aspects of the running of the College. I would like to thank all Committee members for their contributions. Chairing a committee, as a number of Board members have done, requires a significant amount of additional work. I offer special thanks to all those who have chaired committees this year.

The following Committees assisted the Board during the course of the year. The President and the College Principal were ex-officio members of all the Committees.

### Building & Infrastructure

S. Wilkenfeld\*, J. Fridman, S. Jankelowitz, (Co-opted Head of Corporate Services, Facilities & Operations Manager and Security Manager)

#### ● Waverley Council Compliance Sub-Committee

S. Wilkenfeld\*, J. Lowy, (Co-opted Daniel Goulburn, Toby Wetherill, Head of Corporate Services and Facilities & Operations Manager)

### Corporate Governance

M. Sonnabend\*, S. Morris\*\*, A. Gelman, (Co-opted Robert Goot AM SC (Life Patron and Trustee))

### Debtors

S. Jankelowitz\*, J. Fridman, (Co-opted Head of Corporate Services and Financial Controller)

### Education

S. Morris\*, A. Gelman, J. Lowy, T. Solsky, M. Sonnabend, (Co-opted Dean of Jewish Life & Learning, Head of Curriculum 6-12, Heads of High, Middle and Primary Schools, Director of Early Learning, Director of Primary Curriculum and Director of Professional Learning)

### Enrolment

T. Solsky\*, O. Freedman, J. Lowy, S. Morris, G. Sher, M. Sonnabend, M. Weininger (Co-opted Dean of Jewish Life & Learning, Heads of Middle and Primary Schools, Director of Early Learning, Director of Enrolment & Development and Enrolment Officer)

### Finance & Audit *(including Affordability)*

J. Fridman\*, S. Jankelowitz\*\*, A. Gelman, S. Morris, G. Sher, M. Weininger, S. Wilkenfeld (Co-opted Patricia Lindenboim (JCA Observer), Head of Corporate Services and Financial Controller)

### Financial Assistance

S. Jankelowitz\*, J. Fridman, J. Lowy, S. Morris, (Co-opted Lauren Ehrlich (P&F President) Head of Corporate Services and Financial Controller)

### Financial Assistance Modelling

M. Weininger\*, G. Sher, (Co-opted Patricia Lindenboim (JCA Observer) and Paul Lewis)

### Information Technology Liaison

A. Gelman\*, S. Wilkenfeld, (Co-opted College Principal and Head of Corporate Services)

## Jewish Life & Learning

O. Freedman\*, J. Lowy, S. Morris, T. Solsky, (Co-opted Robert Gavshon (Life Patron and Trustee) R. Goot AM SC (Life Patron and Trustee), Dean of Jewish Life & Learning and College Rabbi)

### Kehillah

O. Freedman\*, G. Sher, (Co-opted Mark Schneider, Saul Brandt, Gil Taylor and Alan Wolf)

### Remuneration

G. Friede\*, J. Fridman, S. Jankelowitz (Co-opted College Principal)

### Restructure

College Principal\*, J. Fridman, S. Morris, (Co-opted Patricia Lindenboim (JCA Observer),

Dean of Jewish Life & Learning, Head of High School, Head of Curriculum 6-12, HR Manager and PR & Communications Manager)

### Security & Traffic

S. Jankelowitz\*, M. Weininger, S. Wilkenfeld, (Co-opted Liran Lahav (CSG Representative), Linda Tate (Head of PSG), Head of Corporate Services, Head of Primary School and Security Manager)

#### \* Chair

#### \*\* Deputy-Chair

I would also like to thank Sam Samuels our Head of Corporate Services, for his effort in working with the Board on the various sub-committees.

The following were other areas of specific responsibilities or requirements for liaison/representation with outside organisations, associations or instrumentalities:

### Association of Independent Schools

A. Gelman and M. Sonnabend

### Community Reference Group

A. Gelman, S. Wilkenfeld, College Principal and Head of Corporate Services

### Jewish Communal Appeal ("JCA") (Fundraising)

A. Gelman, J. Lowy and M. Weininger

### NSW Jewish Board of Deputies

A. Gelman and M. Sonnabend

### Australian Council of Jewish Schools (ACJS)

S. Jankelowitz

### Yedid-Moriah Alumni Association (Old Collegians)

O. Freedman and S. Wilkenfeld

### Early Learning Liaison Group

T. Solsky

### Queens Park Precinct

A. Gelman, S. Wilkenfeld, College Principal and Head of Corporate Services



## KEHILLAT MORIAH

During 2014, Kehillat Moriah was involved in providing weekly and festival religious services for the College and community. Rabbi Solomon advised the College on all Halachic matters, as well as providing pastoral care to students and families. Kehillat Moriah also hosted numerous Bnei Mitzvah celebrations, and Shabbatonim, as well as other College ceremonies, including services to honour the late Angela Epstein and Rochelle Goulburn (see below). We are grateful to Rabbi Solomon for his ongoing contribution to the religious life of the Moriah family, including his publication of guides to the Chaggim.

## SECURITY

Safety and Security at all campuses remained a high priority throughout the year. The Security Manager has been involved in overseeing the works that have taken place in relation to the operation of the Secure Schools Funding at the Queens Park Campus and Early Learning Centres.

## PARENTS' & FRIENDS' ASSOCIATION

The Parents' & Friends' Association (P&F) is a vital institution in the Moriah Family. The P&F does wonderful work in maintaining grass-root relationships with our parents under the leadership of the President, Lauren Ehrlich.

I thank the P&F for all their valuable work. I commend to you the Report of the Parents' & Friends' Association.

## YEDID-MORIAH ALUMNI ASSOCIATION

At the Yedid-Moriah Alumni Association Annual General Meeting held on 25 June 2014, Simon Wilkenfeld was re-elected President, Treasurer and Public Officer. The Yedid-Moriah Alumni Association is an important component of the Moriah family and I thank all those involved, for their valuable work and commitment. I commend to you the Report of the Yedid-Moriah Alumni Association.

## MORIAH TRUSTEES & LIFE PATRONS

I would like to acknowledge the dedication and commitment of the Moriah Trustees and Life Patrons to the College. I would like to thank the Chairman of Trustees, Robert Goot AM SC and his colleagues for their work.

## JEWISH COMMUNAL APPEAL (JCA)

This year the College received an allocation of \$1.153M from the JCA. The College expresses its gratitude to the JCA and the community at large for this allocation. This donation is allocated to Special Needs education and to the provision of Financial Assistance. I urge all parents of the College, not just to donate to the JCA, but to get involved with the JCA, as function hosts or in some other capacity. The work of the JCA is vital to many organisations in our community, Moriah included.

## MOUNT ZION

Mount Zion Trust and Moriah College continue as partners in running our Early Learning Centres and the Early Childhood Centre (ECC) for children aged two to three years, using the premises leased from Mount Zion. I would like to thank Professor Leon Simons and his fellow Trustees, Michael Greenfield and Dr Liliane Goodman for their cooperation.

I would also like to thank the Mount Zion Trustees for their generous assistance to the Moriah Foundation in launching the Bursary program with a significant annual contribution of \$40,000 per year for two years, to be used for partial bursaries. The College is grateful to the support and the spirit in which it works with Mount Zion Trustees.

## SIR MOSES MONTEFIORE HOME

The College continues to lease property at Randwick for one of its Early Learning Centres from the Sir Moses Montefiore Home (the "Home"). The Home has generously agreed to donate part of the rental back to the College for the seventh successive year. The College is deeply appreciative of the generosity of the Home and are encouraged that its support is recognition of the role our Early Learning Centres play in the community. This community spirit shown by the Home is a fine precedent.

Our John I Einfeld AM Early Learning Centre continues its very precious relationship with its neighbours at the Montefiore Home Randwick, who have become a vital part of the weekly Kabbalat Shabbat ceremonies. This friendship brings much reciprocal joy and tenderness to all.

## MOUNT SINAI COLLEGE

Moriah continues to enjoy a warm and constructive relationship with our feeder school, Mt Sinai College. The ongoing participation of Mount Sinai students at Moriah's Music Camp continues to be very successful. I would like to pay tribute to the President of Mount Sinai, Tim Greenstein, and to the Principal, Phil Roberts for working so cooperatively with our College.

## STAFF RECOGNITION

I would like to recognise and thank Rod Krigstein who stepped down from the role of Head of Primary School at the end of Term 1, 2015 and took up a new leadership position at the College, Deputy Head of Primary K-6 in Term 2. I wish Rod all the best in his new role and look forward to the positive contribution he will make to the education and wellbeing of our students in the future.

At our end-of-year staff dinner, staff members were recognised for their years of service. It was especially wonderful to once again acknowledge those staff members who celebrated their 1<sup>st</sup> full year of service, some their 5<sup>th</sup>, some close to 10 and especially eight members of staff who have been with us for 20, 25, 30 and 45 years namely; Peter Eagling, Wendyann Fuller, Evie Apfelbaum, Marilynne Atlas, Pam Seidman and Judy Ben-David. No thanks are big enough to sufficiently articulate our gratitude to these staff members.

I would like to single out Judy Ben-David, who retired after 45 years of service to the College. Her commitment to the College over the past 45 years is a truly amazing. The Moriah family is indebted to her. Her commitment is a true testimony to the success of so many of our Moriah graduates.

On behalf of the Board, I want to especially thank our College Executive and all of our staff members for their dedication and hard work this past year and for the way in which they engage with our families to deliver the best possible outcomes for their children!

## ACKNOWLEDGEMENTS

### Head of Corporate Services

In December, the College farewelled Sam Samuels who resigned from his position as Head of Corporate Services at the College effective Friday, 17 October 2014. Sam remained at the College in a part-time capacity until the end of January 2015.

It is Sam's intention to semi-retire and enjoy a greater work/life balance in the future such that he can pursue his own personal interests.

The Board of Directors, together with the College Principal, thank Sam for his commitment to Moriah and commend him for the professional manner in which he has discharged his duties over the past four years.

On behalf of the College, I would like to extend our heartfelt appreciation to Sam. We wish him every joy and happiness in the years to come.

### Appointment of Chief Operating Officer

The College underwent a rigorous recruitment process and appointed Trevor Johnson to the position of Chief Operating Officer, commencing in late January 2015. We welcome Trevor to the College and look forward to working with him in the year ahead.

### Annual General Meetings

At our Annual General Meetings of Moriah War Memorial College Association and The Moriah War Memorial Jewish College Association Limited, held in May 2014, the following Board of Directors of the College were elected unopposed for the ensuing year: President: Giora Friede, Directors: Alex Gelman, Judy Lowy, Dr Suzanne Morris (Deputy President), Gavin Sher and Miri Sonnabend (Honorary Secretary).

In addition to the above Directors, the following Directors continue their term until the next Annual General Meeting of the Associations, in accordance with our Constitutions: Directors: Oliver Freedman, Joey Fridman (Treasurer), Stephen Jankelowitz, Terri Solsky, Marc Weininger and Simon Wilkenfeld.

The Deputy President, Treasurer and Honorary Secretary positions are appointed by the Directors, at its first meeting, pursuant to Clauses 42, 43 and 44 of our Constitutions.

At the last Annual General Meetings (AGMs), Robert Gavshon (Trustee, Foundation Board Member and Past President of the College), was elected a Life Patron of the companies. A Life Patron is "any person who has rendered signal service to the College", and this is a significant honour that is richly deserved.

Robert was elected to the Board in 1994 and became the Honorary Secretary of the College in 1995, a Vice President in 1996 and President in 1998-2005. Robert was elected a Trustee in 2005 and Foundation Board Member in 2012.

During his Presidency, Robert's many achievements had far-reaching, long-term effects and were instrumental in shaping the direction and success of the College.

Robert's contribution to the Board and to Moriah was distinguished by his understanding of the important issues, his vision for the College and his proactive approach to challenges.

Also at the AGMs, Martin Border (Past Vice President of the College), was elected a Life Governor of the companies. This is an honour that is richly deserved.

Martin was elected to the Board in 2000. He held the position of Honorary Treasurer from 2002-2005 and Vice President from 2005-2011.

During his tenure he played many important roles, including a key role on the Lease Negotiations and Queens Park Campus Acquisition Committees.

Martin has always shown a commitment to ensuring the sustainability of the College, and is well known for his empathy toward parents who require financial assistance to be able to afford a Moriah education for their children.

## TRIBUTES

In May and August of 2014, the College mourned the loss of two of its greatest teachers – Angela Epstein and Rochelle Goulburn.

Angela was a long-standing staff Member of Moriah College, commencing as a teacher at Vivian Street in 1970, appointed Assistant Principal of our Primary School in 1987 and retiring from the College at the end of 1999. After Angela's retirement she continued to do voluntary work in our Archival and Records Management Department.

The College wishes Angela's husband Albert and her children Ariella Kaplan (and her husband Steven) and Adam Epstein, both old-collegians of Moriah, and grandchildren Elliana and Abigail (current Moriah students), Long Life.

Rochelle was a long-standing staff Member of Moriah College, her career extended from 1979 – 2012 and included full-time, part-time and relief teaching across various grades. Rochelle had a true love of Moriah and impacted the lives of many children.

Rochelle's husband Daniel Goulburn is a Life Governor and Trustee of the College. The College wishes him and his children Jessica Abelsohn (and her husband Daniel) and Sara Kahn (and her husband Tirone), both old-collegians of Moriah, and grandson Liv, Long Life.

## CONCLUSION

Looking forward into 2015 and beyond, I am optimistic about our future and what is possible. The College is entering into a five year Strategic Plan and has implemented a new structure, which commenced in 2015. The Board continues to be committed to ensure that we partner in helping you make this a Great School at every level – a school of excellence. May 2015 be another great year for Moriah.

While we acknowledge that change always brings with it a host of challenges that call for review and fine-tuning, we are buoyed by the positive outcomes of our restructure, which are already apparent in so many areas.

We thank our parent body for their support and advocacy during this time of change and appreciate the trust that our parents have placed in the College, to do what is in the best interest of our children and their education.

I thank John Hamey for his leadership, passion, courage, and educational rigour, which drives Moriah on its journey from good to great. John's aspirations for excellence impact the entire College, from our Early Learning Centres through to Year 12. His relentless pursuit of improvement in the whole of College, with a focus on student outcomes, is admirable. This

year, John received the inaugural MMG Education Principal's Excellence Award, a testament to his exceptional leadership of the College.

2014 was a particularly challenging one for John, who was tasked with driving a restructure process while still ensuring he met the ongoing demands of a complex environment like Moriah College. I commend him for his calm and reasoned approach, while still demonstrating compassion towards those for whom the restructure was challenging and disruptive.

I also wanted to especially note John's significant role, once again, in managing the Foundation's bursary program this year. John, together with the Financial Assistance Committee, reviewed all applicants and then individually interviewed each family. These interviews took place mostly at night and on weekends. Besides the many hours John put into this program, it was also an incredibly emotional time in determining the fate of a financially needy family. John fulfilled this role with empathy, understanding and within the context of Moriah's ethos.

I look forward to a long working relationship with John.

I thank the Board of Directors for their vision, commitment, support and passion to drive change through the College to deliver on its vision. I extend special thanks to Deputy President, Dr Sue Morris for her ongoing total dedication and wonderful support during my Presidency. I also thank our Treasurer, Joey Fridman and Honorary Secretary, Miri Sonnabend for their dedication and commitment.

I want to acknowledge and thank Daisy Sultana, Executive Officer to the Board, for her assistance and incredible dedication to Moriah. Daisy's help and guidance continues to make my job, and that of the entire Board, much easier.

Once again, I have been fortunate to have the unconditional support of my wife Ilana and children Ricki and Britt. They have been very understanding; knowing the importance of Jewish Education and the pivotal role Moriah plays in the community. I truly appreciate and thank all of them.

I wish the incoming Board of Moriah *Hatzlacha Raba* in all its work for the coming year.

**GIORA FRIEDE**  
President





**John Hamey**  
College Principal

# Our School

## College Principal's Report

In 2014, the key tenets of the College Strategic Plan (2011-2013) continued to drive the operational and educational priorities of the College.

The key strategic drivers or 'Mission Strengthening Pillars' of the existing Strategic Plan are:

1. Excellence in Teaching and Learning.
2. Student Growth and Wellbeing.
3. True to our Jewish Ethos (Hashkafa).
4. Parent and Community Partnership.

These pillars are supported by activity and development in the following 'Mission Supporting Foundations':

1. Professional and engaged staff.
2. Sustainable practices to support our mission.
3. Good governance in decision-making.

I commend to you the section on 'Our Achievements and Goals' that identifies our school determined improvement targets and achievements in each of these areas.

### STRATEGIC PLAN 2015 – 2020

During 2014, the College commissioned MMG Education to gain research based feedback and insights regarding possible strategic priorities for the College. In developing the strategic plan for the College, lengthy discussions took place with the Board, College Executive, members of staff and senior students to seek their views. While there were high levels of support for each of the ten strategic aims identified, parent's noted the following as their top five priorities:

1. Deliver the highest quality learning experiences for our students that are personalised, challenging and engaging, creating within them a desire for lifelong learning and commitment to realising their academic potential
2. Attract, develop and retain the highest calibre of staff who feel valued, are passionate and committed to the education of our students, and who view Moriah as their preferred place of employment
3. Provide innovative and contemporary century learning environments that equip students with the ability to meet future challenges as active and responsible global citizens
4. Provide challenging co-curricular experiences that promote and build within our students team spirit,

resilience, independence, self-discipline, responsible decision-making, and self-confidence

5. Provide the highest levels of wellbeing for each student with a holistic school experience grounded in Jewish values, preparing them for their next stage of life

The top five drivers of change parents identified as being essential for the College to consider in its strategic plan included:

1. Impact of increasing financial pressures on families
2. The need for the College to constantly adapt to new and emerging technologies
3. Increased parental expectations of schools to maximise their child's academic potential
4. Parental expectations of higher student wellbeing standards
5. Parental expectations of higher quality facilities and resources

In response to the feedback from parents, staff and students, the following pillars frame our new strategic plan and initiatives:

Foundation Pillar – Jewish Life & Learning

Pillar 1 – Personalised, Engaged Learning

Pillar 2 – Student Wellbeing

Pillar 3 – Passionate, Qualified, Caring, High Calibre Staff

Pillar 4 – Co-curricular

Pillar 5 – Community Engagement & Partnerships

Pillar 6 – Sustainability

In the first part of 2015, the College is finalising its work on the strategic plan and communicating more fully its strategy moving forward.

### SATISFACTION SURVEYS

Moriah College is committed to listening to the views and expectations from key stakeholders and commissions annual and bi-annual independent parent, student and staff satisfaction surveys to provide performance feedback on a wide range of related education topics and service standards. The feedback from these surveys greatly assists the College with its operational planning and determination to continually

improve the College's value proposition and educational experience offered to its students. In 2014 the following satisfaction surveys were conducted by MMG Education:

- Year 12 Student Exit Survey
- Early Learning Centre Review & Satisfaction Survey
- Strategic Planning Review Survey – Parents, Staff and Year 12 Students

The Year 12 Student Exit Survey identified the following satisfaction scores by students for 2014:

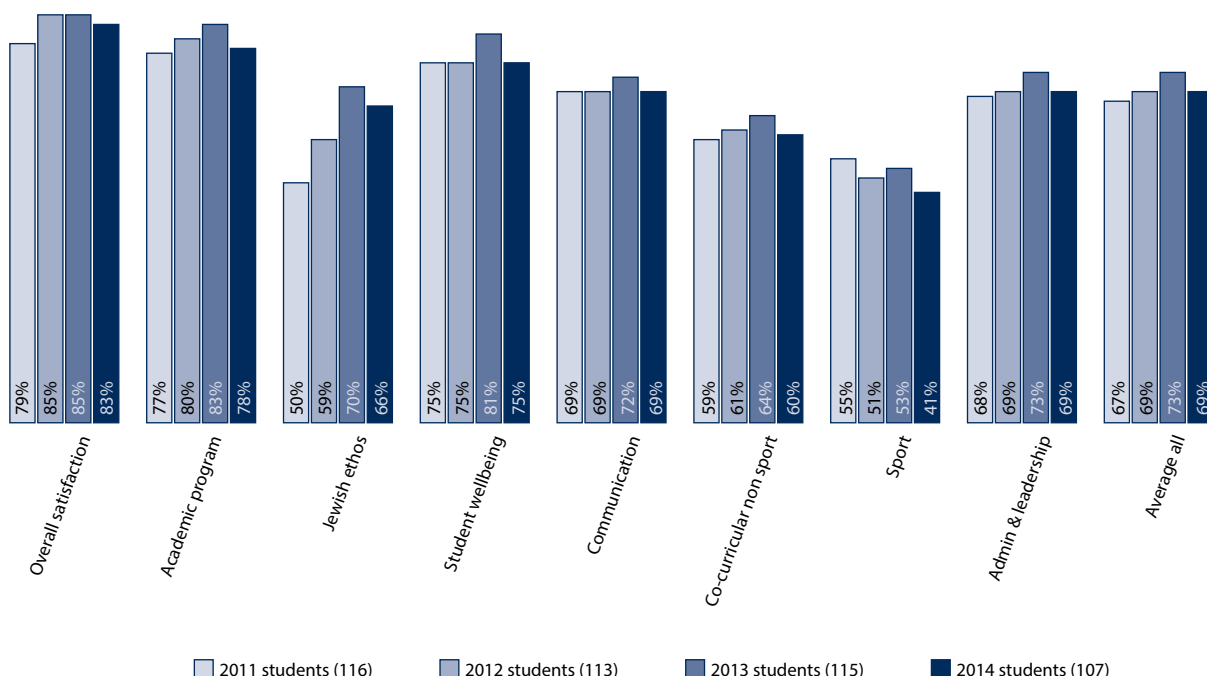
Overview of Key Areas Surveyed	Satisfaction Score * (Year 12 Students)
1 Overall Satisfaction	83%
2 Academic Program	78%
3 Student Welfare	75%
4 Jewish Life & Learning	66%
5 Communication	69%
6 Co-curricular non sport	60%
7 Sports Program	48%
8 Admin & Leadership	69%

\* The Satisfaction Score is an aggregate of the number of respondents who identified they were satisfied or very satisfied with key elements in this area.

### Levels of Performance (Key)

Very Low	Low	Moderate	High	Very High
<50%	50% < 60%	60% < 70%	70% < 80%	80% +

### 2014 Moriah Year 12 students - Comparison to previous years



The above chart compares 2014 students' scores with those from the 2011, 2012 and 2013 student reviews.

2014 scores are slightly below 2013 in all areas but still show an upward trend from 2011 when the College first started to collect data. Student satisfaction with Sport shows a significant downward trend.

The Early Learning Centre Review identified the following satisfaction scores by parents:

### Satisfaction Score of Parents (%)

Overview of Key Areas Surveyed	All ELC	Shya Redelman	John I Einfeld	Saunders Family	Simons Redelman
1 Overall Satisfaction	82	80	79	83	89
2 Development Areas	83	83	84	83	83
3 Transition	81	81	81	81	81
4 Teaching & Learning	81	79	77	82	86
5 Communication	77	73	75	83	75
6 Orientation Process	81	81	80	83	78
7 Enrolment Process	72	77	69	73	67
8 Admin & Leadership	72	73	82	75	82
9 Facilities & Resources	82	81	84	88	83
10 Reputation	78	80	73	79	81
11 Affinity	79	79	76	82	80

\* The Satisfaction Score is an aggregate of the number of respondents who identified they were satisfied or very satisfied with key elements in this area.

### Levels of Performance (Key)

Very Low	Low	Moderate	High	Very High
<50%	50% < 60%	60% < 70%	70% < 80%	80% +

The Review clearly identified high levels of satisfaction with teaching and learning and the staff at the Centres. Some issues were identified regarding our enrolment processes and communication with parents during the enrolment of their child. Further, more general areas of concern were raised regarding the Centre's transition to Long Day Care and the overall impact on the daily operation of the Centres and the additional demands on teaching staff.

In response to these concerns, an additional part-time staff member has been allocated to each Centre for 2015. The College consulted with Early Learning teachers and Child Care workers to negotiate new terms and conditions of employment that foster a more conducive working environment that also meets the operational demands of the College while providing a quality early learning offering within a Long Day Care context.



## COLLEGE RESTRUCTURE

In 2014 the College underwent a significant restructure in response to the changing educational landscape and needs of our key constituents. This resulted in our decision to collapse the Middle School after 10 years of operation and encompassed two major initiatives:

1. Year K-12 continuum of learning with a realigned philosophy of a Primary School (K-6) and Secondary School (7-12), to optimise teaching and learning outcomes for every student; and
2. The introduction of a vertically-integrated, House-based wellbeing structure (7-12) with a revitalised co-curricular program, encouraging students to individualise their school experience.

To support this structure the following key leadership positions were created within existing operational budgets: Head of High School (7-12); Director of Learning Enhancement (K-12); Deputy Head of School, Student Life (7-12); Director of Studies (7-12); Director of Sport/PDHPE (7-12).

Through this structure, the High School Coordinators of Study, renamed Heads of Department (7-12), assume full responsibility for the Years 7-12 curriculum from 2015, focussing on developing innovative teaching and learning programs based on evidence-based research and evaluation. Heads of Department are also responsible to ensure our many excellent middle-schooling programs continue in 2015 and beyond.

Heads of House were created to replace Year Coordinators (6-12). They have been charged with ensuring the holistic development of each child, tracking academic progress, promoting engagement in a range of co-curricular activities, developing leadership skills, managing behaviour and developing pride in our students, their House and the College. Eight Heads of House are to work together in two teams (Junior Years 7-9 and Senior Years 10-12). Each Head of House is to work with six House Tutors and approximately 110 students.

The vertical House system will return many of the benefits of the 'cottage system' that was such a distinctive feature of Moriah College, enhancing opportunities for students in different year levels to interact with each other and establish proactive networks that cut across year groups and age cohorts, through wellbeing programs led by the Heads of House.

In 2015, the College plans to invest more resources into providing effective and timely feedback on students' progress, and the rigorous evaluation of teaching practices, teacher professional learning and the impact of these on student learning outcomes.

The College Executive in 2015 comprises the following positions:

- College Principal
- Dean of Jewish Life and Learning
- Head of High School
- Head of Primary School
- Director of Early Learning
- Chief Operating Officer
- Director of Admissions
- Human Resource Manager

Further information regarding the restructure can be found in the 'Our Staff' section of this report.

## HEAD OF PRIMARY SCHOOL

In March 2015, Rod Krigstein announced that he was stepping down from the role of Head of Primary School and would be taking up a new leadership position at the College, Deputy Head of Primary K-6. Rod will be working alongside Felicity Segel in managing the day-to-day operations of the Primary School, with a focus on ensuring efficient administrative processes and maintaining a safe and inclusive environment for all students. As part of his role, he will also resume teaching Mathematics in the Primary School.



Donna Delbaere has been appointed to the role of Acting Head of Primary School while the College undertakes its search for a new Head.

We wish Rod all the best in his new role. The College is excited to be able to retain an educator of such fine character and experience, and we look forward to the positive contribution he will make to the education and wellbeing of our students in the future.

## VOTE OF THANKS

On behalf of the College community I would like to extend my appreciation and gratitude to Giora Friede, College President, Trustees, Life Patrons and members of the Board of Management for their unwavering support of the College. It is through their expertise, time and commitment, and that of their forebears, that we are able to enjoy a school with enviable resources and a culture built on a commitment to Jewish life and excellence in all we undertake.

To the Chair of The Moriah Foundation, Brian Schwartz AM, and President, Judy Lowy, I would like to extend our heartfelt gratitude for your continued support of the Bursary Program and in making the Year 10 Israel Study Tour accessible to all students. Through the work of the Director of the Moriah Foundation, Joseph Herschel, we continue to connect our grandparents with College life while securing donors and other community and corporate grants to support our work. It is hard to convey our gratitude to the many donors; be assured your generosity continues to make dreams possible for many families and their children.

The Parents' and Friends' Association (P&F) is in many ways our silent workforce whose members go about their work supporting new families, families in need and teachers without fuss and fanfare. Their organisation of Artbeat and the Spring Fair this year was superb in bringing together our community. We extend our gratitude and thanks to the President, Lauren Ehrlich and her team for the many hours they give voluntarily to making the College 'a place to call home'.

There are a number of parents who also volunteer their time throughout the year to vigilantly watch over our students as part of the Parent Safety Group (PSG). It is through their ongoing commitment and the tireless efforts of their Head, Linda Tate that the number of parent volunteers grew again in 2014.

Karen Shagrin, the Alumni Development Officer organised a number of reunions this year including an exceptional coming together of past and present students and staff in Israel. This presented an opportunity for many old collegians to re-engage with their school friends in Israel while enjoying the polished performances of our musicians on the Band and Orchestra Tour.

To the Mount Zion Kindergartens and Trustees, Professor Leon Simons, Michael Greenfield and Dr Lilliane Goodman, we thank you for the continued belief you have in Moriah as we partner with you in providing an unrivalled early learning program. Further, we extend our gratitude for your continued commitment to our Bursary program in 2014.

We extend our thanks to the JCA and its President, Peter Philippsohn OAM, for his continued support of the College through the allocation of funds from their Appeals. In a climate where funding for Independent schools is unclear, the support of the JCA helps secure a number of programs we have on offer at the College. Many of the Member Organisations of the JCA have strong links to the College and

provide a range of opportunities throughout the year for our students to participate in charitable works, service learning and work placements.

To Jeremy Spinak, President, NSW Jewish Board of Deputies and Vic Alhadeff, CEO, we thank you for being the voice of the Jewish Community of New South Wales. Your advocacy and support, particularly through the Communal Security Group (CSG) ensure our school is safe and secure, especially in light of the events we experienced last year.

To the Zionist Council of NSW, and in particular Richard Balkin, President, we extend a heartfelt thank you for the many opportunities you have provided to the students throughout the year. Your efforts in securing additional funding for IST through The Jewish Agency and other donors through your partnership with the Moriah Foundation was integral to the success of our programs in 2014.

To Arnon Katz and Shafrira Breuer of the Jewish Journey, Israel, Mazel Tov on your extraordinary commitment and service to our students while they were in Israel in November and December. You managed to accommodate ever-increasing numbers and provide a first-class program that fostered in our students a deep connection with, and love for Israel.

We extend our gratitude to The Honorable Justice Stephen Rothman AM and Daniel Goulburn, Co-Chairs, and Len Hain, Executive Director, Australian Council for Jewish Schools (ACJS), for the professional support they have provided to the College. The ACJS advocates with passion on behalf of the Jewish schools in Australia and their unique security and operational needs. We continued to remain the benefactors of the work of the ACJS this year through additional security funding.

I would like to take this opportunity to thank the Executive team at the College for their professional endeavours and dedication throughout the year and ongoing support of me in my role as College Principal. They are indeed a talented group of educators and leaders as equally committed to moving our school forward. Moriah College is also blessed to have a team of committed and dedicated teachers, administrators, IT and maintenance staff who give many hours above and beyond what is expected or required. This year was a particularly difficult year for staff with changes to structures, redundancies and redeployment and I thank them for their continued efforts and commitment throughout this process.

I do want to single out my PA, Gail Hansen, and the Executive Officer to the Board of Directors, Daisy Sultana for their support of me and the Board throughout the year. Their professionalism, hospitality and empathy cannot be underestimated. They foster a welcoming environment for our students, parents, staff, visitors and Board members that is calm, orderly and punctuated with good humour and a sense of fun.

**John Hamey**  
**College Principal**





**Rabbi Benji Levy**  
Dean of Jewish Life & Learning

# Our School

## Dean of Jewish Life & Learning's Report

Friedrich Meinecke viewed traditional history as 'a countless number of individual foci, each charged with energy, and each carrying a particular destiny.' (Historicism, pp. 380-381) Predating Meinecke, Jewish German historian Heinrich Graetz, celebrated history in a completely different light, arguing that 'the totality of Judaism is discernible only in its history. Its complete nature, the sum of its powers, becomes clear only in the light of history.' (The Structure of Jewish History, p. 65) Two very different views of history formed two very different world-views. The former definition seems to have defined the Jewish Life & Learning (JL&L) at many schools, whereas the latter will define the history we have begun to write at the College.

This cultural shift is underscored in the way that JL&L is embedded in the new strategic plan, not as one of the many pillars, rather as the foundation pillar upon which all others stand. Rather than a separate pillar whereby we attempt to be 'true to our Jewish ethos', we will now venture towards embodying our Jewish ethos organically offering all-round 'Jewish education', which serves as a key driving factor for parents to invest so much in sending their children to Moriah. In order to achieve the 2020 vision and to keep up with the new strategic plan within the restructured school, there needs to be an increase in emphasis and resources invested towards JL&L. Each area requires focus through a Jewish lens going forward. This includes authentic Jewish integration through personalised, engaged learning in all departments, student wellbeing tailored to our ethos with passionate high calibre Jewish staff, co-

curricular Jewish life, service-learning and experiential Jewish education, community engagement and partnerships. We need to invest in each area to see positive change resulting in a sustainable Jewish future that makes a strong value proposition to the next generation of Jewish parents. Having outlined this as the most significant paradigm shift that has been determined leading into 2015, it is important to review some of the significant seeds we planted in 2014.

People have always commented that JL&L needs a lot of work, and in 2014 we took this on board, identifying some of the key areas that needed significant improvement to meet our educational objectives. We began by identifying the need for consistent and holistic approaches to curriculum across the College. The Director of Jewish Studies in the High School, and Director of Jewish Studies in the Primary School, as well as one of our curriculum writers in the Primary School, ended 2013 and began 2014 with intense training at the Lookstein Centre of Bar Ilan University. This was under the guidance of our curriculum consultant, Rabbi Dr Eli Kohn. The 2014 school year began with a whole of school, JL&L team session, the first of its kind, culminating in discussions around what knowledge, skills and values are essential for the ideal Moriah graduate. This process was completed and the associated documentation, drafted.

The curriculum in Years 4 and 5 was identified as requiring the most urgent attention and therefore the writing began in those years, with the producing and piloting a number of Chagim





units including Pesach, Shavout, Rosh Hashana, Yom Kippur, Sukkot and Chanuka. The Year 3 resources were collated and we introduced the Lookstein Centre's 'Israel Throughout the Year' curriculum at key points throughout the Primary and Middle School. This was the first time we have formally taught a Zionism curriculum in these age groups. Rabbi Kohn evaluated these programs and ran a two-day training seminar at the College focusing on the JCP Chumash curriculum, which he developed, and we will be introducing broadly in 2015. These professional development-training days engaged the teachers in active pedagogy techniques and text learning. Moreover, we enhanced our collaboration with teachers from Mt Sinai and Masada by inviting them to participate in this and other professional development opportunities.

We have come to the conclusion that the High School Jewish Studies and Ivrit curricula need to be re-written, ensuring there is a relevant, up-to-date and coherent structure providing a clear connection between each of the topics. The foundations for this will be built in 2015 with members of staff at the College partnering with a team from the Lookstein Centre. The new curriculum will endeavour to engage the critical and higher order thinking, analysis and problem solving that characterises much of our general studies curricula and instruction, while it develops the knowledge skills and values that our learners deserve.

With regard to the Ivrit curriculum, it was decided that the immediate focus would be on the High School, while the Primary School focused on re-incorporating Year 6 students. We will be updating the current curriculum, which will be written by our own staff thereby ensuring the maximum fit with our students, and relevance to studying Hebrew at Moriah. The new curriculum will tie into the Ideal Graduate, take a thematic and outcomes-based approach, and incorporate the Board

of Studies framework. To support and guide the teachers and writing team in this project, we have appointed Dr Elite Olshtein from the Hebrew University as our Ivrit curriculum consultant. She has worked with other Diaspora schools that have followed this path, including Charles E. Smith in Washington, and schools in Belgium, Brazil and Mexico. Her first session with the Ivrit faculty was highly successful, and the first units will be trialled in 2015 with students in Years 7 and 9. The Primary School will be looking into implementing similar changes with regard to Ivrit, and in 2014 structural external systems were analysed and successfully adjusted to facilitate this, namely, the addition of a third stream in Year 3 and the removal of a 'bottom' class in both Years 3 and 4.

The very difficult issues around participation and engagement of students in our Tefilla program have been identified, studied and analysed. Potential solutions have been identified and will be implemented in full when the structure can support such a change. An interim structure will be put into place that incorporates the High School Leadership and House Leaders for 2015. In the Primary School, the Director of Ivrit and one of the curriculum writers were sent to participate in a special seminar at Hebrew University for lead teachers (sponsored by the Legacy Heritage Foundation), and their project is Tefilla in the Primary School, which will be written in 2015.

The Jewish Studies teachers remain steadfast in their commitment to Jewish education and it is their honest reflection that has afforded the aforementioned realisations that will reshape classroom learning in Ivrit and Jewish Studies. They are grateful for the guidance and direction from Rabbi Scot A. Berman, who after evaluating the curriculum, came to work with the Jewish Studies teachers in the High School. He observed a number of lessons for each of them

and had follow-up meetings, providing improvement plans and guiding the Director of Jewish Studies in the High School to help see these through in 2015. Responses were characterised by one teacher's comment that this was the first time an expert in the area has come to critique her class and she was so grateful for the growth opportunity. With a number of teachers leaving, we recruited and hired some new outstanding educators from Israel, including Abi and Jonty Blackman, to lead the Department of Experiential Jewish Education, and Talya Wiseman who is our new Coordinator of Student Development in the High School. They have been well received and are an asset to the JL&L team. This has affirmed the need to recruit more outstanding Jewish educators moving forward.

In addition to the curriculum and staffing efforts, there have been a number of key successful programs introduced. Jewish Life in Year 12 was deemed as insufficient in the past, and therefore three initiatives were introduced to begin the process of ensuring that Year 12 students continue to receive first class Jewish experiences. These initiatives included a Modern Jewish Studies (MJS) class, which consists of fortnightly sessions in relevant Jewish topics; Year 12 Counterpoint, which focuses on the choices one faces upon graduation; and a Siddur presentation with parents, to bookend the Tefilla experience and to encourage students to continue the Tefilla journey outside of the College. All three of these initiatives were very well received by the vast majority of students and will continue in the years to come.

Some discreet ideas were introduced in order to help influence the overall school culture at the College. We held our first professional development day for staff across all departments in both the Primary and High schools, providing a sense of shared learning and a holistic vision for our purpose at the school. For this day we chose Staff Limmud, and improved the past programs to be theme-based and incorporate a larger spectrum of sessions from a variety of presenters in the community. These included experiential presentations such as Jewish meditation, cooking, dance, song and more. We cemented the initiative of beginning each function with a Dvar Torah, from parent and staff meetings, to Moriah Foundation functions, and our largest Alumni reunion in Israel attended by more than 450 members of the Moriah family. We introduced Pirkei Avot learning at the start of every College Executive meeting, modified the Bar/Batmizvah programs, and piloted Jewish integration programs in different departments across the College.

Moriah's impact through exciting initiatives was certainly felt beyond the four walls of the College this year. The inaugural Shabbat Project was introduced in Australia (and hundreds of countries worldwide), engaging the community at large with Jewish values, pride, relevance and meaning. The Chief Rabbi of South Africa, Rabbi Goldstein, who founded the project, described our community as 'heads and shoulders above the rest' and Moriah was seen as the key driving institution at the centre of this project. Around 20,000 people were touched in some way by the project; a wide range of educational initiatives stemmed from the staff and students and new parents even enrolled their children at Moriah as a direct result of the Project. The inaugural Mikolot public speaking competition was introduced in partnership with the Joint Distribution Committee, modelling integration and inviting Jewish students across Sydney to embed Jewish values in a modern context. The results were highly successful and celebrity judges presented cash prizes to be used towards a trip to Israel to the three winners,

with more and more students excited to participate going forward. An additional two Sherut Leumi girls were trialled in the Early Learning Centres and next year they will be working primarily with the Primary School Ivrit department.

We reshaped the Moriah College Shabbat at Central Synagogue by changing the service to Friday evening and adding a special staff and Board dinner. This attracted over 1500 people to the service and 150 to the dinner, which was the most we have ever had. The nature of Zionist commemorative and celebratory days have been re-fashioned to be more similar to how they are recognised in Israel; for example, the whole High School left their classrooms for the basketball courts on Yom Hazikaron, and stood in silence with the national siren at the same time as it sounds in Israel. We hosted communal ceremonies for some of the difficult times in Israel this year. The largest of these was the Bring Back Our Boys campaign, which filled our Moshe Triguboff Auditorium in solidarity with members across the community at less than 24 hours' notice. Moriah led the broader Jewish community in Sydney throughout many of these initiatives, filling the students with a sense of responsibility for the collective, and appreciation for the individual. The year concluded with continual growth of our Israel Study Tour (IST), following the dramatic increase in 2012. With thanks to the tremendous support of The Moriah Foundation, 106 students including 15 from Masada travelled to Poland and Israel, learning on the journey of a lifetime. They met up with another 60 Moriah students who travelled to Israel on the much-celebrated Band/Orchestra Tour.

2014 was a truly enlightening year and there are myriad initiatives that have celebrated this. A common thread and key issues have been isolated in the hope of relaying JL&L as a foundation for the future of our College community. As we embark on the 2020 vision, the opportunity is there for us to write the history of the Jewish future through educating the next generation.

**Rabbi Benji Levy**  
Dean of Jewish Life & Learning





Cathy Milwidsky  
Director of Early Learning

# Our School

## Director of Early Learning's Report

2014 will be synonymous as the year of moving to embrace a Long Day Care Model across our Early Learning and Early Childhood Centres. The focus of the year was to provide families with access to extended hours of care, in addition to a continued high quality early childhood educational program. The provision of this service presented the College with new, exciting opportunities as well as some more complex challenges in reaching a sustainable offer reflective of our core strategic values to teaching and learning in the early years. Over the course of the year, in ongoing consultation and dialogue with the College Principal, John Hamey, and further review with the College Board of Directors, the Early Learning Centres made the necessary adjustments to offer an informed solution that would meet the growing needs of the community whilst remaining true to our understanding of a meaningful, relevant and contemporary early years program.

### TRUE TO OUR JEWISH ETHOS

One significant advantage of our transition to Long Day Care was that we were able to celebrate, and offer the children, experiences of all the chaggim and festivals throughout the year without the interruption of non-term time periods. In 2014 children were able to embrace and make meaning of the High Holy days guided and facilitated by Velvel Lederman and their classroom teaching teams, at the same time as being celebrated at home and in the community.

Throughout the year the teaching teams worked to embrace and enhance a holistic approach to teaching and learning that integrated the Jewish Studies and Hebrew components of the program into the daily offer of experiences. Each room demonstrated a continued commitment to incorporating Jewish values and lessons into the ordinary life of each day. Children's exposure to Hebrew as a living language, the ongoing links made to Israel, and their connection of life experiences to Jewish values, continued to become more evident in our Centres.

In August, six of our educators attended the Zionist Federation of Australia's 2014 Biennial Australian Jewish Educators' Conference 'Lifelong Teaching, Lifelong Learning', held at Mount Scopus Memorial College in Melbourne. Two of the ELC educators, Chana Berger and Tamara Cohen, showcased our work done throughout the year in the Tikkun Olam Project. The presentation was very well received by other Early Childhood Educators and also by Primary and Middle School teachers who attended the conference.

In September, the ELCs welcomed two Sherut Leumi Educators from Israel. Together with Jonty Blackman and Yonatan Sinclair, new roles were created to further enhance a love of

Yiddishkeit and a connection to Israel through their regular weekly visits to the Centres. Over the months, these roles were further developed with Director of Jewish Studies, Primary School and Early Learning, Itzik Sztokman, and the Early Childhood Educators, ensuring that the time in the Centres was meaningful, relevant and useful. It is hoped that this initiative will continue to grow and develop in future years.

In collaboration with The Moriah Foundation, the Nevatim (youngest) rooms, across the Centres, invited grandparents and special visitors to a Grandparents' Shabbat morning. This was an opportunity to welcome grandparents to share in a special Shabbat experience, something that the children are able to enjoy and be a part of each week. It was hoped that by having a window into these regular weekly experiences, the grandparents would feel a stronger connection to our Centres, and the work that we do. It was also seen as a very good opportunity to recruit new members to the Moriah College Grandparents Club. It is hoped that these Grandparent Shabbat experiences will become an annual event across the Centres.

These Shabbat mornings complemented the Shabbat Project experience in late October.

The Early Learning Centres continued to maintain and enrich relationships with the Montefiore Home. The weekly visits to the Randwick Montefiore continued, as did the monthly visits to the home in Woollahra. These are mornings when children have the opportunity to reach out to their grandparents, (in some cases) great-grandparents and to the wider community. The residents and carers at the Montefiore Homes welcome the children each week, grateful and pleased for this commitment to, and demonstration of, community continuity.

### EXCELLENCE IN TEACHING AND LEARNING

The Early Learning and Childhood Centres are committed to enhanced and individualised learning, supported and guided by the National Quality Framework. An important area of focus in 2014 was therefore to ensure that all educators across the Centres were both well informed and able to demonstrate knowledge and practice of the Seven Quality Areas outlined in the Framework. The Standards and Elements set within the Framework detail the required outcomes that all Early Childhood Centres across Australia must work towards, and by which they will be measured during the mandatory Assessment and Rating Accreditation Process. The Early Learning and Childcare Centres commenced a detailed strategic program throughout the course of the year to attend to, and provide, evidence of compliance to these



regulatory outcomes. Included in efforts to demonstrate that daily practices reflected the outcomes of the Seven Quality Areas of service, educators and support staff began to collect data, reviewed, and in some cases re-developed policies, and created new systems and measures that would provide evidence of compliance across the Framework.

In meeting the required standards it became evident that the College would need to create a new position mid-way through the year, of an Operations Manager who would be employed to support existing, and develop new, operational systems that would streamline and make more efficient the various areas of service required in a Long Day Care setting. Theresa Galea-Fearn was appointed in a part-time position to work with Cathy Milwidsky across the Early Learning Centres. Ms Galea-Fearn's past legal experience and organisational skills complemented the necessary processes required in working towards compliance.

One of the main areas of change for the Centres as part of the transition to Long Day Care, was to come to know and understand the availability and protocols for receiving both Federal and State funding to support children in the early years of their schooling. This included the provision of a Child Care Benefit and Rebate for each child, as well as the processes involved in applying for, and being accountable to, funding criteria for children with diagnosed disabilities and special learning needs. These changes presented with new challenges, and as a result, the Early Learning Centres had to re-assess positions and programs across the Centres.

As the Centres remained committed to a full inclusion model within a mainstream setting, much thought and consideration was given to the provision of developing appropriate classroom strategies and individual program design for children who required additional support.

In conjunction with the development of enhanced approaches to individualised learning opportunities, Dani Miller joined the ELC team mid-way through the year. Dani,

a Primary School trained and experienced teacher, provided new opportunities to further develop the important area of assessment. In consultation with the Primary School Director of Curriculum, Maree Kelly, Dani commenced the design of a detailed school readiness program that would determine individual children's skills in the year prior to entry into Primary School. This program is hoped to be ready to be launched in early 2015, providing a comprehensive review of each child in the year prior to Year K.

A part-time position was created in partnership with the College, for the appointment of a Sustainable Planning and Management Educator who would work across the College from the Early Learning Centres to High School. The role of this position is to develop 'all-of-college' approaches to sustainable practices, as well as implementing new projects and experiences for children and their educators. Nicole Lewis visited each Centre once a week, to bring her expertise and collaborate with the teaching teams on ways to enhance both the outdoor environments and weekly programs across the Centres. A comprehensive Sustainability Manifesto has been developed and is being implemented across the Centres.

In late October, the Mt Zion Rabinovitch Kindergarten underwent a Rating and Assessment Accreditation. The Centre was assessed over the course of two days by an external Assessment Compliance Officer from the Early Childhood Education and Care Directorate, in the office of the New South Wales Department of Education and Communities. The Officer spent time observing daily routines and practices, interviewing staff and reviewing all required documentation. At the end of the process, the Centre was provided with an overall rating that was determined by, and assessed according to, the lowest denominator overall across the following seven quality areas:

- The Educational program and practice
- Children's health and safety
- Physical environment

- Staffing arrangements
- Relationships with children
- Collaborative partnerships with families and communities
- Leadership and service management

The Mt Zion Rabinovitch Kindergarten presented very well across all areas and received an overall rating of 'Meeting the National Quality Standard' –the overall comment included the following:

*'Your service is acknowledged for its achievements in meeting the National Quality Standard and striving for quality outcomes for children. The achievements in establishing and maintaining positive relationships with children and their families and promoting sustainable practices and environmental awareness are commended.'*

A detailed Assessment and Rating Report has been provided and published and is now available for review at the Centre. The Mt Zion Rabinovitch Kindergarten remains committed to on-going improvements in all areas of service delivery and will work towards achieving 'Exceeding the National Quality Standard' in future Assessment and Rating reviews.

Throughout 2014, Moriah College and Mt Zion ELCs continued to build relationships and develop professional consultation opportunities with many early childhood networks both locally and nationally. Through the exposure and consideration of emerging trends and thinking around the optimum teaching and learning experiences for young children, the educators were able to evaluate and evolve aspects of the program offered, ensuring that the Centres remain contemporary in approach and practice, and also operate within a responsible, appropriate and relevant way that acknowledges the context and purpose of our existence. These opportunities helped to inform the development of a sustainable model in terms of the educational program offered, and also around the wellbeing and professional development of the educators. The transition to Long Day Care generated ongoing probing and deeper exploration of the role of early childhood educators, and their hopes to maintain the integrity of their work. The concern was not to dilute or minimise their day-to-day educational offer, that may have otherwise been jeopardised in the pursuit of

meeting the emerging parents' and community's expectations around extended hours and days of care that the College had committed to provide.

Alongside this continued collective learning for all educators across the Centres, many of the educators attended various professional development workshops and seminars so as to continue on their own personal learning journey. These included:

- The Young Learners' Conference, that focused on the integration of technology into the early years setting
- The Curious Teacher workshop on teacher engagement in research with their children and one another
- The Indoor Environment – a third teacher
- Being in Nature with Children
- Hiring, Firing and Everything in Between – employment law and process
- Required and regulated professional development around Child Protection, Work Place Health and Safety, and First Aid

## STUDENT GROWTH AND WELLBEING

Pivotal to our daily program is the continued effort to provide each child with diverse and thoughtful experiences that consider not only their ages and stages of development, but how best to complement their individual learning by acknowledging and observing each child within the context of their own family and the broader community. Educators work closely with families to ensure a consistent and meaningful approach to supporting each child as they grow and come to know themselves, their world, and their place within it.

During the course of 2014 the Director of Early Learning together with members of the College Executive drafted a memorandum to establish an all-of-College approach for working with families where parents were separated and/or divorced. This memorandum offers guidance to best support the children and their families, and allows the College to find a way to keep children emotionally safe across the year



groups, whilst remaining neutral and working always in the best interests of the children.

The ELC children enjoyed a variety of different incursions and excursions throughout the year that enhanced both the secular and Jewish Studies components of our program. These included a visit to the Centres by the Music Bus, offering each child an intensive opportunity to play different instruments; regular visits to the local park to be in nature; visits to the local retail strip to visit the nursery, the post office and the kosher supermarket and bookshop. Children also enjoyed visiting and/or hosting each other across the Centres on special occasions.

## PARENT AND COMMUNITY PARTNERSHIP

The sourcing of a Central Management System directly linked to government services was purchased so as to be able to deliver a comprehensive invoicing and acquisition of fees system. The QikKids Childcare Management System is stand-alone and not compatible with Synergetic (the current Data Collection and Management System used by the rest of the College). This required each child's information and fee payment options to be administered separately from the rest of the College. The ELC, Enrolments and Pay Office worked together to ensure that parents were provided with accurate information and registration processes that would support the integration of the new system. Included in the management of these systems was the need to remotely link all the ELC campuses to the Fee Office as daily attendance records of each child, and annual funding accountability processes are required to be regularly imported in order to ensure each child's enrolment remains active. This presented at first with some challenges but once set up proved to be efficient and workable.

In August, the Moriah and Mt Zion ELCs were invited to participate in the Circus Family Fun Day hosted by the Jewish Communal Appeal and Shalom Baby at the Randwick Racecourse. The morning offered all JCA constituent educational organisations the opportunity to exhibit their service of offer as well as invite children to participate in a 'circus' activity. The morning was a fitting occasion to meet prospective families, provide them with information around our enrolment processes as well as details of our ELC campuses and programs.

## BEYACHAD

The Director of Early Learning continues to remain involved in supporting and promoting Beyachad, the support group for families who have children at the College with special needs, from Early Learning through to Year 12. The support group meets once a month at Hamakom, and offers families an opportunity to know that they are not alone in their challenges as well as to share ideas, resources and information. Midway through 2014 a new project was piloted known as BeSimcha, linking University student volunteers to children at the College who would benefit from support at Barmitzva and Batmitzva parties or other simchas and occasions outside of the school. BeSimcha volunteers are past graduates of the College or other Jewish Day Schools who have had experience at Camp Sababa and Camp Lagamba. This program is an example of community continuity and an opportunity to develop future communal leaders and thinkers.

## OUR CURRENT TARGETS FOR IMPROVEMENT INCLUDE:

- Integrating the newly developed model that offers a Preschool Program embedded within a Long Day Care setting
- Exploring ways to better improve regular electronic communication with families that is compatible with the rest of College communication protocols, compliant to the National Standards, and reflective of our ELC philosophy and approach
- Developing online application and enrolment processes, in order to maximise and streamline data collection and payment of fees options
- Developing new systems for reporting and processing ongoing facilities maintenance and sustainability requirements as well as preventative maintenance measures across the Centres
- Continuing to develop relationships with key areas of the College K-12, ensuring the Early Learning Centres are viewed as an integral part of the overall College offer
- Continuing to support families in their own personal development and life-learning, in collaboration with the Dean of Jewish Life & Learning
- Establishing an advisory council that meets with the Director of Early Learning throughout the year to support important thinking and practices in the early years

**Cathy Milwidsky**  
Director of Early Learning



# Our Achievements And Goals

In accordance with the College's strategic plan, the school-determined improvement targets and major achievements for 2014 (K-12) were as follows:

## FOUNDATION PILLAR – JEWISH LIFE & LEARNING

### 2014 Goals and Priorities

Review the structure, staffing and curriculum framework for the Tefilla program to improve our students' ability to navigate the Siddur and foster within them a personal connection with G-d, themselves and their Jewish identity.

Integrate Jewish values, perspectives and ideas across all key learning areas and to differentiate the College's approach to general studies and wellbeing programs to cultivate an appreciation of the breadth of the Jewish experience and strengthen the students' overall Jewish identity.

Develop a Jewish Studies curriculum that focuses on values, skills and knowledge in a relevant, engaging, meaningful and rigorous manner.

Foster increased student participation and engagement with the experiential Jewish Life programs, celebrations and commemorations of the College.

### Major Achievements

A review of the staffing and structure for Tefilla was undertaken. The successful model in operation for the Junior Girls is to be rolled out for all students in the High School in 2015. The model involves developing Siddur literacy and supports students in developing their Jewish identity.

In 2014, students in Year 10 undertook a cross curricular study in Term 3 which involved the intersection of English and Jewish History.

A major rewrite of the Jewish Studies curriculum has begun. This review is designed to ensure that more rigour is brought to this curriculum. Expectations are to parallel the academic demands of other subject areas as defined by Board of Studies, Teaching and Educational Standards (BOSTES).

Student participation in Counterpoint Camps and in various Chaggim reflected a growing commitment to the Experiential Jewish Life programs.

*For more information please refer to report from the Dean of Jewish Life & Learning*

## PILLAR 1 – EXCELLENCE IN TEACHING AND LEARNING

### 2014 Goals and Priorities

Review, refine and develop systems and processes for the provision of specific and timely feedback to students and parents on individual student progress.

Build teacher's capacity to analyse and use data through collaborative team planning to identify strengths and weaknesses in their students and teaching practice, address areas of concern and improve their effectiveness in helping all students learn.

Implement the Australian Curriculum in accordance with the requirements set out by the BOSTES.

Identify distinctive quality teaching practices within each school to build a whole of school pedagogical framework that makes explicit the characteristics of a Moriah learner and reinforces the place of innovation in the classroom.

### Major Achievements

#### Primary School

Introduced the new Maths Curriculum into the Primary School and programing of Maths curriculum.

Program Builder Maths component was introduced to staff and is being used in the writing of the new Maths programs.

Staff had the opportunity to attend at least one professional development day in 2014 and the topics included Programing in Using Quality English Literature, Synthetic Phonics, Getting to know the Mathematics Syllabus Early Stage 1 and Stage 1, Becoming Familiar with the new BOSTES Science and Technology Syllabus, Enhancing Learning and Support for Students with Autism, and Identifying and responding to the Educational Needs of Young Gifted Children.

Within the school, there have been guest speakers on Child Protection in the Workplace and Professional Boundaries, Differentiation in English, Collaboration and Creation with Samsung Galaxy Note 10.1, Collaboration and Creation with Google and Hapara and Grammar.

Members of the Primary School Executive, as well as some High School staff, attended an in-service on analysing NAPLAN results, which was conducted by Justin Caban.

K-5 Coordinators participated in two full day in-services on Leading Your Team Through Change and Leadership and the School Vision. Both in-services were conducted by Dr Bob Carbines.



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Introduced tablets, the Samsung Galaxy into Years 3-5 - each child received their own device and the pedagogical principle behind the introduction of the tablet was Collaboration and Creation.

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Synthetic Phonics was expanded into Year 2 and Joanne Dooner conducted professional development days on English comprehension.

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Moriah Primary School participated in Phase 1 of PAVE (Preventing, Anxiety and Victimisation through Education), which required students in Years 3 and 4 to complete a survey. They will fill in a survey again in a year's time to track student growth and development.

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The Primary School Executive and staff worked collaboratively to formulate a vision for the Primary School: The Vision – To Be the “BEST” we can be. BEST in this context means: Belief, Education, Students and Teachers.

### **Middle and High Schools**

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A review of systems and processes for the provision of timely feedback to students and parents was conducted. The review revealed issues with our current School Management System that require resolution before new procedures are able to be implemented.

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Considerable time has been spent in building teacher capacity to analyse and use data. Inservices have been conducted for all staff in leadership positions across the Middle and High Schools. Dr Peter Knapp enhanced staff understanding of NAPLAN and AAS Achievement profile data. This data has been used to identify strengths and weaknesses of different cohorts, allowing more targeted intervention.

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Coordinators of Studies have met with the Head of High School and the Director of Teaching and Learning to review HSC performance. Component reports and RAP data were used to highlight areas of inconsistent student achievement, both on an individual student and a subject basis.

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Middle and High School staff continued their implementation of the Australian Curriculum in accordance with BOSTES requirements in the areas of English, Mathematics, Science and History. English teachers also completed considerable work on the preparation for the implementation of the new English Prescriptions for the Higher School Certificate years.

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During 2014, work began on building a statement of the characteristics and expectations of the ideal Moriah graduate. This has been unpacked by discipline for students in the High School. More work will be needed to refine developmental stages before individual departments begin work on developing key pedagogical strategies designed to enhance student attributes.

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The College calendar has been consolidated to enhance communication and reduce potential clashes and the concomitant disruption to learning.

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## **PILLAR 2 – STUDENT GROWTH AND WELLBEING**

### **2014 Goals and Priorities**

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Foster within our students a strong sense of pride in themselves, the College and the broader community to promote a positive and healthy regard for self, others and the Moriah 'family'.

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Encourage students and their families to embrace the full range of opportunities available to them to enhance their overall health, wellbeing and connectedness with the College.

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Research and draft a school-wide wellbeing model to unify our approach to pastoral care and make explicit our expectations of students.

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Develop a model for sport and co-curricular that reinforces their importance in the educational experience of our students and the life of the College.

### **Major Achievements**

#### **Primary School**

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The introduction of debating for Year 4 students, which commenced in Term 4, was very successful. Forty students participated in the coaching course conducted by Jennifer Shames.

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The introduction of a Bullying strategy – Stand Up, Don't Stand By - was successfully implemented in the Primary School. Year 4 students and the Head of Primary School worked collaboratively to develop the strategy. It will be reinforced by staff in 2015.

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Talent quest was an initiative of the SRC and was very successful. After a number of heats, the talent quest culminated in a final in the Railea Moss Primary School Assembly Hall, which was open for all children to view. The acts were of a very high standard and thoroughly entertaining.

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Year 5 and Year K students being buddied together proved to be extremely successful in transitioning the Year K students into the school.

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Susan McLean, one of Australia's foremost experts on Cybersafety visited the Primary School to speak to Years 3, 4 and 5 students about Cybersafety. Each group met with Susan regarding Cybersafety and the implications of using social media.

#### **Middle and High Schools**

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Several initiatives were implemented during 2014, designed to foster student pride in themselves and the College. Students participated in a range of different leadership and community service programs, building confidence and character development.

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High School parents were invited to attend a number of different education programs designed to support them in working with their children to improve their overall health and wellbeing. Middle School students participated in the Rite Journey program designed to enhance overall wellbeing and sense of identity.

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During 2014, research was conducted into a range of wellbeing programs and a comprehensive new Community Code of Conduct has been drafted ready for implementation in 2015. The system will involve a significant strengthening of the House system, with the College returning to a vertically integrated system within the Middle and Senior years.

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During 2014, the structure and staffing of sport and co-curricular programs was reviewed, with significant changes to be implemented for 2015.

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### **PILLAR 3 – PROFESSIONAL AND ENGAGED STAFF**

#### **2014 Goals and Priorities**

Foster a professional culture that promotes innovation, creativity, collaboration and the sharing of resources and ideas.

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Develop and implement appropriate mechanisms for the recognition of staff excellence and outstanding contribution to College life.

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Develop and implement 'pilot' processes of professional review to build staff capacity, foster opportunities for growth and development and align our processes with legislative requirements.

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Develop structures and services that support staff health, wellbeing and work-life balance to foster a positive a productive work environment.

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Retain and recruit outstanding staff.

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#### **Major Achievements**

Development of a professional culture and recognition of staff contribution to College life has been a focus and will continue to be an area for further development in 2015.

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The recruitment process for new staff was further developed to recruit staff with specialist skills to support the implementation of the new Strategic Plan. A specialist position has been created to develop and implement an effective system of professional review.

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### **PILLAR 4 – PARENT AND COMMUNITY PARTNERSHIPS**

#### **2014 Goals and Priorities**

Identify and foster meaningful partnerships with the community to enhance the educational experiences and opportunities offered by the College.

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Review, refine and define our processes of community engagement to build positive and constructive partnerships with parents, prospective parents, Alumni and the community.

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Draw on community advice, expertise and efforts to provide creative solutions and ideas to current issues and concerns where appropriate.

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Promote and foster the work of the Moriah Foundation, P&F Association and Alumni Association in reaching out to, and supporting the Moriah Family.

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#### **Major Achievements**

##### **Primary School**

Parent evenings, which provided parents the opportunity to see firsthand what their children are being taught, were very successful. They included Let's Collaborate and Let's Create, which was about the Tablet program; 'Amazing Me' Sexuality Educational evening for Years 3-6 students and parents, and Susan McLean on Cybersafety.

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The afternoon barbeques continued to be successful. This year, Year K and Year 3 families were invited for separate afternoon barbeques, which provided parents and staff the opportunity to mix and mingle in a relaxed setting.

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Dr Sharon Greenberg, Primary School Psychologist, ran two parent sessions on School Readiness as part of the Orientation program for Preschoolers coming to Year K at Moriah in 2015. Her talk, 'My Recipe for a Smooth Transition from Preschool to Year K' focuses on giving parents strategies to ensure a successful transition to 'Big School'.

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Parents continue to be able to access information about their child's class and learning through eLY. More and more information and photos are being uploaded on to the class pages, which allow parents insight into their child's world at school.

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##### **Middle and High Schools**

During 2014, partnerships were established with key environmentalists working with Centennial Parklands to assist the College in meeting its obligations with regard to the preservation of the Eastern Suburbs Banksia Scrub on the College's grounds.

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A formal partnership was also developed with Sydney University with 6 staff from the STEM disciplines attending the first of a 5 day residential program at Womens' College at the University.

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# Our Performance

**Our strong academic performance is due largely to our dedicated staff members who encourage students to be confident, independent thinkers and who carefully monitor each student's progress ensuring their individual learning needs continue to be met. The following 2014 results from Year 7 to 12 are evidence of our academic strength.**

## HIGHER SCHOOL CERTIFICATE RESULTS 2014

In 2014, 144 students completed Year 12, sitting for the NSW Higher School Certificate examination in 36 courses - three of these students included a TVET qualification as part of their HSC. In addition, there were nine students from Year 11 who sat for a course as an accelerated student. Two in Dance, seven in Modern Hebrew Continuers, two in Classical Hebrew Continuers, and one in Russian Background Speakers. Seven of these students gained a Band 6 for the subject in which they sat. As can be seen by the table on the next two pages, all students scored Bands 5 & 6 in 16 courses. In general, student achievement was above State level. This has been a consistent trend each year of the HSC.

## HSC 2014 Major Achievements

- According to the SMH rankings, Moriah was ranked 17th in the State overall, as well as the 8th best school in all English courses and strong performances in Drama, Legal Studies, Software Design and Development, Ancient History and Mathematics.
- Seventeen students achieved a mark of 90 or more in at least 10 units placing them on the HSC All Rounders list.
- The top ATAR was 99.85, with a further seven students reporting an ATAR over 99, which equates to 6.1% of our candidates.
- One student was 2nd in the State in both the 2Unit Continuers Classical Hebrew Continuers; one student gained 2nd place in the Classical Hebrew Extension Course.
- One student was also 4th in the State in the 2 Unit Continuers Classical Hebrew course.
- Another student was 4th in the State in Modern Hebrew Continuers.
- A fourth student was 10th in the state in both Advanced English and in English Extension 2. This student also earned a nomination for the Young Writers' Showcase.
- Numerous students were nominated for ARTEXPRESS, Callback.
- DesignTECH, ENCORE and OnSTAGE, with selections across all areas.
- Two of our Visual Arts students' major works were selected for display as part of ARTEXPRESS, with one student's work being featured on the Art Gallery of NSW Website. Another four students received nominations for ARTEXPRESS.
- One Design and Technology student was nominated for DesignTECH; two Music students were nominated for ENCORE.
- Two Drama group performances were nominated for OnSTAGE, one individual monologue was nominated for OnSTAGE and one student's costume design was selected for display at OnSTAGE.

For specific details of each course, refer to the table on the next two pages.

Please refer to the 2014 HSC Results Booklet on the College website [www.moriah.nsw.edu.au](http://www.moriah.nsw.edu.au) for further information.



# Higher School Certificate Test Results

Subject	No	State	Band 6	Band 6	Band 5 - 6	Band 5 - 6	Band 4 - 6	Band 4 - 6	Sc/State Variation	Z Score	% of Pop'n
			MC	NSW	MC	NSW	MC	NSW			
Software Design and Dev't	4	1,737	50	6.9	100	28.02	100	65.95	18.26	1.65	95.05
English Standard	42	31,687	7.14	0.28	73.8	8.16	92.84	43.18	14.54	1.51	93.45
Senior Science	2	6,413	100	7.65	100	36.45	100	68.72	15.87	1.32	90.66
Drama	21	4,761	66.66	13.23	100	42.11	100	84.45	11.59	1.29	90.15
Music Course 1	10	5,035	80	18.23	100	59.58	100	88.55	12.19	1.19	88.30
Biology	9	17,259	33.33	5.75	88.88	28.23	100	61.73	14.44	1.14	87.29
Visual Arts	27	9,106	40.74	10.63	100	48.6	100	85.15	9.94	1.08	85.99
Business Studies	46	16,142	43.47	8.84	91.29	36.95	97.81	67.08	13.19	1.07	85.77
English Advanced	97	26,753	60.82	14.67	94.84	59.3	98.96	91.54	8.74	1.05	85.31
Legal Studies	49	10,201	59.18	12.49	91.83	39.63	97.95	65.3	14.70	0.99	83.89
Society and Culture	12	4,410	33.33	12.51	100	45	100	77.72	11.35	0.97	83.40
Economics	27	5,152	37.03	10.88	92.58	44.53	100	72.71	11.63	0.97	83.40
Ancient History	35	11,295	48.57	8.66	74.28	32.78	91.42	61.21	13.17	0.90	81.59
English Extension 2 (1 Unit)	13	1,778	76.92	23.17	100	77.44	100	98.13	6.14	0.89	81.33
Modern History	20	10,392	35	8.65	85	42.28	95	74.71	11.12	0.84	79.95
PDHPE	20	14,491	15	8.42	75	30.49	90	62.99	9.45	0.81	79.10
History Extension (1 Unit)	12	1,938	50	22.34	100	77.7	100	98.08	5.19	0.80	78.81
Mathematics General	37	31,734	21.62	5.47	64.86	25	78.37	50.66	10.58	0.75	77.34
Geography	15	4,455	20	7.47	73.33	43.63	100	68.79	10.47	0.72	76.42
English Extension 1 (1 Unit)	19	4,858	73.68	30.52	100	92.99	100	99.45	3.20	0.68	75.17
Studies of Religion 2	37	5,491	18.91	8.24	89.18	44.18	94.58	73.9	8.17	0.67	74.86
Design and Technology	8	3,129	12.5	10.86	75	37.22	100	75.18	6.42	0.61	72.91
Mathematics	51	16,734	45.09	21.71	88.22	53.74	98.02	81.44	8.28	0.59	72.24
Chemistry	12	11,214	16.66	11.67	66.66	46.09	100	75.4	6.30	0.51	69.50
Music Extension 1 (1 Unit)	2	476	100	74.78	100	98.93	100	99.77	1.88	0.50	69.15
Studies of Religion 1 (1 Unit)	1	9,322	0	12.05	100	48.72	100	75.93	1.85	0.33	62.93
Physics	10	9,656	0	8.54	20	31.09	100	66.3	3.59	0.31	62.15
Mathematics Extension 2	20	3,375	20	31.46	100	86.39	100	98.56	3.24	0.27	60.64
Mathematics Extension 1 (1U)	49	9,045	34.69	30.35	93.87	84.4	100	97.83	3.40	0.26	60.26
Classical Hebrew Continuers	19	35	21.05	34.28	63.15	62.85	89.46	82.85	-0.36	-0.03	48.80
Music 2	6	765	0	33.98	100	87.31	100	99.2	-0.89	-0.14	44.43
Modern Hebrew Continuers	29	56	44.82	55.35	93.09	96.42	99.98	100	-1.52	-0.31	37.83
Classical Hebrew Extension	7	16	28.57	56.25	100	100	100	100	-1.20	-0.49	31.21

Courses studied External to the College included:

- Construction \*\*
- Floristry\*\*
- Dance \*\*
- French Continuers \*
- Italian Beginners \*
- Spanish Beginners\*
- Russian Background Speakers\*

Please note that the courses marked \*\* were studied at TAFE.

Please note that the courses marked \* were studied at Open High School.

Results for these courses are not shown for privacy reasons, due to the small candidature that allows students to be easily identified.

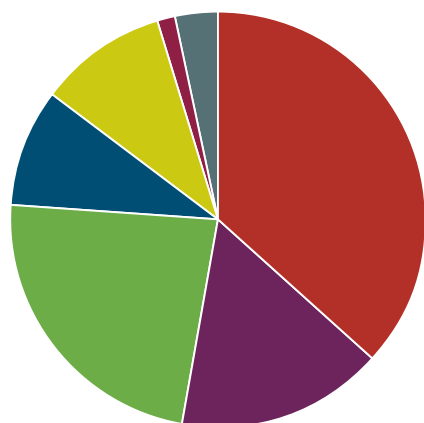
## 2014 HSC POST SCHOOL DESTINATIONS

Of the 139 students receiving an ATAR on completing Year 12 in 2014, 130 (or 93.5%) received an offer to University. Those not taking up an offer followed other tertiary pathways including overseas study and study at TAFE and other private tertiary providers. See the two tables below for more details about the destination of students within the University option.

### Summary by Course:

Business / Legal 36.9%, Medical / Health / Science 16.1%, Arts / Education / Literary 23.1%, Creative Arts 9.2%, Engineering 10.0%, IT 1.5%, Psychology/ Welfare 3.1%.

### COURSES

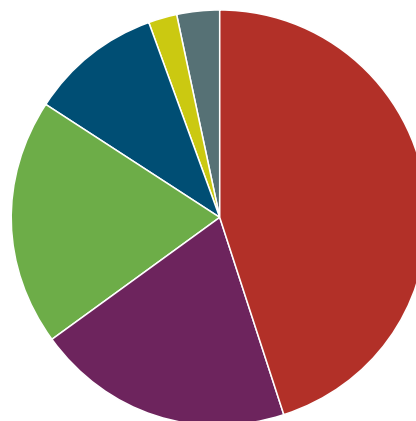


- Business/Legal
- Medical/Health/Science
- Arts/Education/Literary
- Creative Arts
- Engineering
- IT
- Psych/Welfare

### Summary by University:

UNSW 45.0%, Sydney 20.1%, UTS 19.3%, Macquarie 10.1%, ACU 2.3%, Other 3.2%

### UNIVERSITY



- UNSW
- Sydney
- UTS
- Macquarie
- ACU
- Other

## RECORD OF SCHOOL ACHIEVEMENT (ROSA)

The school did not have any students that required the issuance of a Record of School Achievement. These are only issued to students who leave school before completing the HSC. All students enrolled at Moriah completed their secondary schooling.

In 2014, 2.7% of the Year 12 cohort participated in vocational or trade training.

Year 12 attaining a certificate/VET qualification:

Year 12	Qualification/ Certificate	Percentage of Students
2014	HSC *	100
2014	VET qualification	2.7

\*please refer to HSC Results 2014 above.

## NAPLAN: YEARS 3, 5, 7 & 9, 2014

Please visit My School website [www.myschool.edu.au](http://www.myschool.edu.au) for a full break-down of Moriah College's NAPLAN results for 2014. The results can be found in graphs, number and bands.

## ACADEMIC REPORTING

In the Primary School, parents received two formal written reports, one at the end of Semester 1 and one at the end of Semester 2. The reports in 2014 were based on the strands of each Key Learning Area of the Board of Studies NSW Syllabus documents. Students were graded according to their level of achievement within each strand, and in accordance with BOSTES requirements.



The report also included a comment for each subject, which indicated students' strengths, challenges and, where appropriate, strategies for improvement. Each student's co-curricular activities and absences are also recorded.

In Years 6–10, parents received two formal written reports, one at the end of Semester 1 and one at the end of Semester 2. The report in each subject indicated achievement across a range of assessment tasks, grades for a range of learning outcomes and indicators of a student's approach to learning, as well as an extended comment, which acknowledged students' strengths, challenges and where appropriate, strategies for improvement. The report also included a course mark, mean, standard deviation and range of marks with quartile distribution.

A pastoral report was also included outlining a student's co-curricular involvement, performance in Wellbeing Programs as well as days absent (explained, unexplained and late).

Years 11 and 12 differ from the Junior school in the following way:

- Year 11 students received an interim progress report at the end of Term 1. The report in each subject indicated the level of achievement across a range of performance attributes, including approach to learning and academic progress. Year 11 students also received a full academic report at the end of Semester 1 as described above, and at the end of Term 3 when Year 11 concluded, they received a Result Notification for all courses with an indication of their cumulative rank in that course.
- Year 12 students received Result Notifications at the end of each Assessment Period in the lead-up to the Trial HSC examinations. These contained the mark, mean, standard deviation and rank for each course assessed during that assessment period. After the Trial HSC in August, students received a formal written report, which contained the marks and ranks for those courses assessed at the Trial examinations.

## FORMAL PARENT-TEACHER INTERVIEWS

Formal parent-teacher interviews are conducted twice a year for Years K to 8, and once a year for Years 9 to 12. Parents are invited to make online bookings to meet with teachers.



Open, two-way communication between the school and home is encouraged at all times throughout the year across K – 12.

## INFORMATION TECHNOLOGY AND TECHNOLOGY

The Australian Curriculum ICT learning requirements recognise that in a digital age, and with rapid and continuing changes in the ways that people share, use, develop and communicate, our students need to be highly skilled in its use. In their future, they will require the knowledge, skills and confidence to make technology work for them in all aspects of their lives.

Technology is changing very rapidly and this change is giving our students greater control over how, where and when they learn.

In 2014, as part of our effort to ensure that we can adapt to these changing needs and best support the students as well as staff at the College, we implemented a three part ICT structure:

**ICT Infrastructure** – providing high quality, reliable and secure core technology for the College including networks, printers, servers, internet access, screen projection as well as desktop, laptop and hand-held devices rollout and support.

**School Software** – providing the delivery, training and maintenance of high quality and secure software to students, staff and parents that will best support the administrative and communication functions within the College.

**ICT Integration** - creating an environment to support the teaching staff to:

- Educate students on the general use of computers as well as digital citizenship.
- Effectively integrate the use of specific software (e.g. databases, multi-media, spread sheets, logic building software etc) within their own subject area syllabuses as per the requirements of the NSW Board of Studies.
- Better explore and effectively use technology (where appropriate) that can facilitate new learning activities and enhance existing strategies.

# 2014 Accomplishments

## ICT INFRASTRUCTURE

The ICT Infrastructure team continued to implement numerous projects to meet the needs of our rapidly changing technology requirements and to ensure the reliability and security of our infrastructure. The main accomplishments were:

- Implementation of Disaster Recovery solutions for our server environment
- Increase of internet bandwidth from 50/50Mb to 200/200Mb
- Video conferencing solutions using Polycom to exchange real-time teaching contents between different schools in NSW
- High School Laptop return/refresh program for Years 7,10 and 11
- Implementation of an IT kiosk for staff/students in the Fink Building to support over 1000 users/devices.
- Implementation of an IT Kiosk for students in the Primary School to support Samsung tablets
- Deployment of android based Samsung tablets in the Primary School
- Implementation of new projectors in the Primary School and added wireless solutions to mirror Samsung tablets
- Re-location of our Music Lab and re-design classroom delivery using Smart TV, Apple TV and AirParrot software

## SCHOOL SOFTWARE

Moriah's Learning Management System (LMS), eLY had numerous upgrades throughout the year. The software's class page functionality was upgraded to include a much more extensive set of modules including Social Streaming, Blogging and Document Collaboration. User utilisation of eLY as the College's communication portal for students, staff and parents for Years K-12 continued to increase.

In the Primary School, the final phase of our rollout of Google Drive and Hapara provided our Primary School teachers with an environment on their tablets to share and manage information between their students and themselves.

Additional emphasis began across the College on improving the school's use of our School Management System, Synergetic. This included training staff on the functions and features, as well as providing them with better access to implementing configuration changes within the system.



Reviews were also initiated on how to best manage data related to Payroll/HR, medical dData, excursions, attendance recording and academic assessment reporting. This work will continue into 2015 as new versions of Synergetic are released to support these functions.

## ICT INTEGRATION

The teaching staff across the College continued to increase their use in effectively applying specific technology within their subject areas. This included their use of eLY, our LMS, to manage their on-line communication and information between themselves, their students and our parent community. The shared communication includes: news, assessment notifications, creating due work for assessments, links to websites, and files such as templates or instructions, for students to download and use.

Numerous software applications were integrated by the teaching staff throughout the school. As an example, many of the departments use Twig, a deeply rich web based resource of short videos on specific lesson topics. The topics are broken down into mind maps so users can search for a topic. Each has a video and is linked to related topics, allowing users to naturally progress through the content as their interest leads them through topics. Most videos also come with attached documents/worksheets or links to other web resources to facilitate assimilation of the information in the video.

In the Primary School, the tablets were incorporated into parts of the curriculum where they could effectively enhance the student engagement. In Year 3, for example, the students were tasked to 'Explain the parts of a flower and the process of pollination'. The children used the knowledge they had learned in class as well as independent research to write a script for a video, which they would create using the 'Explain Everything' app. This student-centred learning approach enabled the children to be creative as they demonstrated what they understood about the topic.

## MOVING FORWARD

As technology continues to change very rapidly, our main focus within ICT will be to remain current, agile and adaptive in order to most effectively apply technology across all aspects of College and ultimately improve our student's learning experience.



# Our Staff

## Professional Learning and Teacher Standards

The following tables outline the professional development activities of teachers in 2014:

DESCRIPTION PROFESSIONAL LEARNING ACTIVITY	No of staff participating
<b>STAFF DEVELOPMENT DAY PROGRAMS MIDDLE AND HIGH SCHOOL</b>	
<b>Faculty Support: Implementation of the Australian Curriculum</b> Twelve hours faculty planning and programing time incorporated within staff development day programs across 2014.	All Middle and High School Staff
<b>Australian Curriculum and Inquiry Learning:</b> <i>Dr Ross Todd, Rutgers University</i> <ul style="list-style-type: none"> <li>• Postponed to July 2015</li> <li>• Substitute Program: Faculty Planning</li> </ul>	All Middle and High School Staff
<b>Student Wellbeing:</b> Enhancing Student Motivation and Engagement – Professor Andrew Martin	All Middle and High School Staff
<b>Leadership:</b> <ul style="list-style-type: none"> <li>• Leadership 3.0 – Dr Bob Carbines</li> <li>• <i>Nurturing a School Culture for Vision and Innovation</i></li> <li>• New Leaders’ Program:- Dr Bob Carbines:               <ul style="list-style-type: none"> <li>■ Who Am I as a Leader</li> <li>■ Leading and Sustaining My team</li> <li>■ Leadership at Moriah</li> <li>■ Leading the Faculty</li> <li>■ Putting it all Together</li> </ul> </li> </ul>	Middle Managers and Executive staff  New COS: D&T, Mathematics, Visual Arts, Science
<b>TEACHER IDENTIFIED PROFESSIONAL DEVELOPMENT</b>	
Subject Content	124
Leadership	40
Student Wellbeing	45
Pedagogy	18
ICT	13
First Aid	3
College Ethos	7





DESCRIPTION PROFESSIONAL LEARNING ACTIVITY	No of staff participating
<b>STAFF DEVELOPMENT DAY PROGRAMS PRIMARY SCHOOL</b>	
<b>Faculty Support: Implementation of the Australian Curriculum</b> Grade planning and programing time incorporated within staff professional development day programs and PD meetings throughout 2014.	All Primary School Staff
<b>ICT Integration: Supporting the tablet rollout in Years 3-5</b> Using tablets to integrate ICT and enhance teaching and learning in the classroom.  Using Hapara to organise student folders and aid staff in teaching, organising and marking student work done on tablets or computers.	All Primary School Staff, including Management
<b>ICT Integration:</b> implementing usage of Google Drive with professional input by Mike Reading, a certified Google Trainer.  Professional guidance and sharing for staff around initiatives and programs that support: <ul style="list-style-type: none"> <li>• ICT integration in the classroom, involving Google Drive, to promote quality teaching</li> <li>• Staff sharing successful strategies and teaching ideas with their peers</li> </ul>	All Primary School Staff, including Management and Admin staff
<b>Leadership:</b> Dr Bob Carbines Leadership Program: two days presented by Bob Carbines to the Primary School Executive at the College.	Primary Executive
<b>Leadership:</b> Dr Bob Carbines Leadership Program: two days presented by Bob Carbines to staff in leadership roles at a Coordinator level at the College.	Middle Managers: Coordinators K-5
<b>Grammar:</b> Joanne Rossbridge PETA Series of four workshops run by Joanne re: the teaching of grammar in the new English syllabus, and attended by Moriah, Emanuel, Mt Sinai and Kesser Torah staff members.	All Primary School Staff
<b>New Mathematics syllabus:</b> Kristen Tripet AIS Mathematics consultant Morning session led by Kristen examining strategies for introducing the new Mathematics Curriculum into the Primary School and programing the Mathematics curriculum to incorporate the Quality Teaching framework. In the afternoon, staff members worked in grade groups on programing.	All Primary School Staff
<b>Differentiation in English programing:</b> Bronwyn MacLeod, Gateways. Whole day workshop looking at ways to differentiate in programing using the new English syllabus.	Select staff representing each grade from Years K-6
<b>Child Protection in the Workplace and Professional Boundaries:</b> Amanda Robertson, AIS consultant Latest information for all staff who work in the Primary School re child protection, professional boundaries and their legal obligations.	All Primary School Staff, including Management and Admin staff
<b>Protective Behaviours:</b> Deborah Blackman Training of staff re: the best ways to teach protective behaviours to young children.	All Primary School staff
<b>Comprehension Strategies:</b> Joanne Dooner Follow-up to a previous PD day, outlining the final five of 10 comprehension strategies that students need to be taught in order to develop good comprehension skills.	All Primary School staff
<b>Interpreting NAPLAN results:</b> Joanne Dooner Interpreting NAPLAN results using SMART data and discussing what staff can learn from the results and the implications for their teaching.	All Primary School staff
<b>Scope and Sequences</b> Development of scope and sequences in English, Mathematics, HSIE and Science & Technology using the new syllabuses.	All Primary School staff
<b>Introduction of Synthetic Phonics into Year 2</b> Training of Year 2 staff members re: expansion of the Synthetic Phonics program into Year 2 in 2014.  Training of Year 3 staff members in anticipation of their 2015 students, who have been taught spelling using the Synthetic Phonics approach in Years K-2, and the implications it will have for their teaching.	Years 2 and 3 staff
<b>Security Briefing:</b> Ronen Elbaz, Liran Lahav Update re security at the school, and awareness of risk indicators to look out for, and strategies to follow if a risk is identified.	All Primary School staff

## EXCELLENCE IN TEACHING AND LEARNING

The development of quality teaching and learning practices for the 21st century continued to be our focus in 2014. Teacher programs, practice and professional learning continued to be centred on:

- Building teacher capacity to deliver effective differentiated teaching and learning strategies as an integral part of classroom practice,
- Building teacher capacity in ICT integration as a normalised and seamless part of classroom practice supporting our Laptop environment,
- Promotion of high levels of intellectual quality focussed on deep understanding of important, substantive skills and ideas within a quality learning environment,
- A connectedness between what is already known; the contexts of other learning disciplines alongside the ethos and culture students are immersed in at the College,
- An emphasis on building leadership capacity; teacher review and teachers as learners.

## INNOVATION IN PEDAGOGICAL PRACTICE THROUGH PROFESSIONAL LEARNING MIDDLE AND HIGH SCHOOL

### Team Teaching Pilot

A team teaching pilot was conducted by establishing two English literacy support classes in Year 7. The team teaching structure supported one EST and one English teacher co-sharing each class. To meet the needs of students in the high support literacy class using the team teaching model, true co-teaching must occur. The success of the team teaching pilot was contingent on both teachers equally sharing the pedagogical responsibility for the classroom.

Using a collaborative professional learning model, the four teachers involved met regularly with the Director of Teaching and Learning, to assess the needs of students, plan, program, assess and review the impact of teaching and learning activities. Modifications and adjustments to teaching and learning were made in response to this evaluation.

The team teaching model not only provides the critical level of differentiated instruction needed to meet the diverse educational needs of students, it also creates an environment where teachers with different professional backgrounds and skills can learn new practices, strategies and context-based pedagogies from each other.

### STEAM FUNDING

A team of Science, Mathematics, Visual Arts and Design and Technology teachers made a successful application to the AIS for grant funding in support of STEAM (Science, Maths, Engineering, Arts, Technology) education initiatives. The application consisted of two programs, one in Year 7 and one in Year 9, using an integrated studies approach.

The purpose of the funding is largely to assist teachers to meet, collaborate, plan and investigate strategies that will increase the uptake, engagement and achievement of students in STEAM. The program is in development with implementation taking place during 2015.

## GIFTED & TALENTED

### Middle and High School

Provision for the educational needs of Gifted and Talented (G&T) students in the High School is achieved via the following processes:

- Students in Years 7 and 8 are grouped respectively into an Academically Selected Class and the students in that class remain grouped together for English, History, Geography, Art, PDHPE, Jewish History, Jewish Studies and Technology. In addition to this, there are streamed classes in Mathematics, Science, Ivrit and Music. Selection for these classes is based on performance in assessment tasks, the results of which highlight students who exhibit subject specific talents and who are capable of advanced work in these specific subject areas.
- In Years 9 and 10 this situation changes and access to 'top' classes in subject areas is determined by individual faculties again on performance based assessments in each subject area.

For 2015, differentiated curriculum materials will also be made available for students who have been identified as falling into the gifted domain, and who may not be in a 'top' class. These differentiated materials will be available across curriculum areas.

Competitions and activities that G&T students had the opportunity to be involved in were:

Competitions and Activities	Achievements
Da Vinci Decathlon	Placings in individual subject areas include Philosophy, Engineering and Science
University of Sydney iScience	2nd Place in project competition
Sleek Geeks' Science video competition	
Community Problem Solving	Year 10 International Finalists, Year 9 National Finalists – three teams
ISSTA Student Philosophy Gala Days	
Interschool Philosophy Conferences	
ISSTA Academic Gala Day	Winner in Knowledge category
Maths Enrichment Club	
ICAS Mathematics Competition	
Australian Economics Competition	
ICA Science Competition	Finalist

## Primary School

Throughout the Primary School we cater for Gifted and Talented (G&T) students in a variety of ways. The following is an outline of these processes:

- **Kindergarten:** Students are observed and catered for within the classroom. A teacher's aide is allocated to each class for one hour of English, and one hour of Mathematics per week, to support any identified students.
- **Year 1:** For one hour a week a Maths Extension group is pulled from across the grade and the students work on higher order activities. For English, a teacher's aide is allocated to each class for one hour a week to work within the classroom.
- **Year 2:** For one hour a week a Maths Extension group is pulled from across the grade and the students work on higher order activities. For English, a Literacy extension group is pulled from across the grade for one hour per week, to be extended. A teacher's aide goes into each class for one hour a week.
- **Years 3 and 4:** Maths streaming begins in Year 3 and students are in a class with like-minded learners who are being challenged every day. In English, an extension class comes together for three hours per week. Students in this class are pulled from across the grade.
- **Year 5:** In Year 5 there is an academically selected class. For the other students, Maths is streamed and there is also an extension group that started in Term 4, 2014. The extension group was pulled from the remaining three classes for one hour a week during Literacy. This was very successful.

The competitions and outside activities that the Primary School G&T students take part in are as follows:

Competitions and Activities	Achievements
Da Vinci Decathlon	1st place in Maths and Code-breaking
IPSHA Debating	
Gifted & Talented Camp	
UNSW ICAS	



## ONGOING PROFESSIONAL LEARNING IN ICT

The College continues to support and enhance ICT training for staff members in 2014 using the following delivery in 2014.

In the High School, individual staff have been invited to attend ICT Conferences. Science and Technology teachers have had the opportunity to receive specialist ICT support through the STEM partnership program. Science staff have been trained in the implementation of a complex new simulation program that will allow the impact of variables in ecological systems to be studied in depth. This simulation program will provide the foundation for a new unit of work that will be implemented in Term 1 of 2015.

Other initiatives in place to support ICT training include:

- Using Friday Assembly time to rotate staff through a series of workshops in support of the 1:1 Laptop program, including:
  - Mac orientation and software training
  - Classroom management
  - Changing pedagogies
  - Sample lessons
- Individual faculty-based ICT training

In the Primary School, the following professional development days and sessions were held during 2014:

- Introduction of various creative apps - Wunderlist, Comic Strip It, Comics Head, Papyrus, Simple Mind, PicCollage, Ovo, etc
- Navigation of tablets and selected apps (delivered by Samsung)
- Training on Google Drive and its collaborative docs features (delivered by Google Certified Teachers)
- Athletics and Literacy Planet training
- Collaboration and Creation with Samsung Galaxy Note 10.1 training' and 'Collaboration and Creation with Google'

In addition ongoing peer coaching in was provided for all teaching staff in the Primary School throughout 2014.

Moriah Primary School hosted the 'Using Technology Better Conference' on the 29th and 30th September 2014 for a variety of teachers from State, Private and Catholic schools. The conference endeavoured to enable teachers to explore a variety of educational technological topics.

A consultant was appointed to review the operations of the College's ICT support unit and the use of ICT throughout the College. The consultant reviewed the use of the College's School Management System and the Learning Management System. Further training in the use of the LMS was a key area of focus. Moving forward, recommendations from the consultant have led to the appointment of ICT integrators who will work with staff from across the College in 2015.

## LEARNING COMMUNITIES

Learning Communities entered the second phase of implementation, making a strategic contribution to the culture of collaborative professional learning at the College.

As part of the Moriah College Strategic Plan, the College seeks to build a learning organisation with a culture for innovation that is sustained through ongoing professional learning. In building the professional capacity of teachers the College aims to:

- Secure ongoing improvement in student learning outcomes
- Engage educators in continuous professional development in instruction for learning
- Build a reflective culture where teaching practice is examined with a focus on building the capacity in staff to deepen professional knowledge and refine skills
- Provide a basis for developing future competence including the knowledge and skills necessary for future work
- Inspire/encourage collective, challenging, collaborative team work
- Support a culture that encourages innovation in teachers

The function of Learning Communities is to support teachers to undertake context-based professional learning, which has at its core, strategies to achieve enhanced levels of student motivation and engagement. The following Learning Communities were established for 2014:

- Assessment for / of / as Learning
- Data Analysis to Inform Teaching and Learning
- Inquiry Learning
- Information Literacies
- Quality Teaching and Differentiation
- Core Literacy Skills
- Being an e-Smart School
- Positive Psychology in the Classroom
- Visible Thinking



## TEACHING STANDARDS

(As at Census date of 1 November 2014)

Category	Number of Teachers (K-12)
Teachers who have teaching qualifications from a higher educational institution within Australia or as recognised within the National Office of Overseas Skills Recognition (AEI-NOOSR) guidelines, or	169
Teachers who have qualifications as a graduate from a higher educational institution within Australia or one recognised within the AEI-NOOSR guidelines but lack formal teacher education qualifications, or	0
Teachers who do not have qualifications as described in (a) and (b) and have relevant successful teaching experience or appropriate knowledge relevant to the teaching context.	0



# Our Staff

## Human Resources

**The following Human Resources projects were undertaken during the course of the 2014 academic year:**

### RECRUITMENT:

Significant recruitment activities occurred across the College during the first half of 2014:

- With the retirement of our long-standing Payroll Officer, the College employed a new Payroll Officer, Marlene Hinson. Throughout the course of 2014, we commenced a project to evaluate gaps in payroll administration and ensure that risks were minimised.
- The College employed a new Director of Foundation, Joseph Herschel, to continue to oversee the significant projects that The Moriah Foundation manages. Significant progress was made in the areas of generating funds in support of College related Scholarships, Bursaries and Prizes, Jewish Experiential Learning, academic and co-curricular programs, building and infrastructure needs, and other priorities of the College.
- With the re-integration of Facilities and Maintenance into the College, we embarked on a recruitment strategy to identify a suitable Facilities and Operations Manager. Robert Tunchon was employed in this role and worked tirelessly through 2014 to meet the changing needs of a school embarking on a restructure.
- At the commencement of the 2014 transition year, the College recognised the need for the Early Learning Centres to employ an Operations Manager to assist the Director of Early Learning with meeting the regulatory Compliance needs and business needs of the ELC's in line with current legislative requirements around enrolments. Theresa Galea-Fearn was employed in this role.
- With the departure of the former Director of Learning Technologies in April 2014, the College focused on creating a high-functioning IT team that would ensure the smooth running of all IT systems and infrastructure. We secured the services of a highly experienced IT Business Consultant, Lori Springer, to assist us through this transition. Throughout 2014, the customer service of the IT office continued to improve, with better-defined role clarity and key performance Indicators for each member of the IT team.
- On the teaching and learning front, the College employed a new Coordinator of Study for the Science Faculty, Lois Cohen. This appointment added significant experience and expertise to the faculty in the delivery of high quality teaching and learning programs to students in Years 6 – 12.
- Donna Delbaere returned to the College in 2014 in a new capacity, as Education Consultant to the Primary School. Mrs Delbaere's skills and experience assisted the Principal, Head of Primary School and Deputy Head of Primary School with the re-integration of Year 6 students into the Primary School.

### RETIREMENT:

Following significant contributions to the College, the following staff members retired during the 2014 academic year: Pam Tatz; Judy Ben-David; Marlene Knieli and Esther Rips. We would like to thank each of these individuals for their long serving loyalty and commitment to the College, and the valuable contribution that they made to College life over many years.

### COLLEGE RESTRUCTURE:

The College undertook a review of the following departments in Terms 1 and 2, 2014:

- The Business Office and the role of Head of Corporate Services
- The Development & Enrolment Office
- The Middle School

Feedback confirmed that the College would be best positioned to move towards the desired outcome of three distinct schools; namely Early Learning Centres; a Primary School (Years K-6) and a High School (Years 7-12). Each school would work towards developing a distinctive learning framework that establishes a clear learning strategy for personalising the learning experience for students across the College.

It was further indicated, that new leadership structures were required in the Business Office; Sports and PDHPE departments and the Development & Enrolments Office to support and enhance this learning strategy.

The College restructure commenced in August 2014. In line with legislative requirements and in consultation with the Association of Independent Schools (AIS), a process of consultation commenced with individual staff members. Despite the uncertainty that followed, there was a positive response from key stakeholders to the structural changes the College was embarking on.



In September 2014, the recruitment process commenced. Role descriptions were updated and key selection criteria identified. Key leadership positions were advertised and coordinated by carefully selected Search consultants. Through this process, the following positions were filled, to commence in January 2015:

Name	Appointed / Transferred to the position of:
Trevor Johnson	Chief Operating Officer
Jan Hart	Head of High School (7-12)
Assunta Di Gregorio	Deputy Head of School, Learning, Research & Innovation (7-12)
Jo Gluckman	Deputy Head of School, Student Life (7- 12)
Roberta Goot	Director of Music & Co-Curricular (K- 12) (internal transfer)
Marisa Zadro	Director of Learning Enhancement (K-12)
Elizabeth Webster	Director of Professional Practice (7-12)
Robyn Edwards	Director of Studies (7-12)
Dominique Helene	Director of Sport / PDHPE (7-12)
Vicki Farkas	Director of Admissions (internal transfer)
Lori Springer	Director of ICT
Sharon Greenberg	Manager Psychology Services

These positions are supported by the Dean of Jewish Life & Learning, Rabbi Benji Levy, and the Director of Experiential Jewish Education, Mr Jonty Blackman.

The following positions were advertised internally and appointed accordingly:

Name	Appointed / Transferred to the position of:
Sally Arnold	Coordinator of Differentiated Learning
Hilary Kahn	Head of House Team Leader (Senior Years)
Mandy Meltz	Head of House Team Leader (Middle Years)
Existing Year Coordinators	Heads of House (internal transfer)
Jessica Cavanagh	Additional appointment to the leadership cohort
Sports Administrators	Yoni Charlupski, Victoria Gibbons and Mick Matthews
Duke of Edinburgh Coordinator	Phil Brown
ICT Integration Coordinators (K-12)	Jessica Jones, Alex Jones and Stephanie Schwarz
Brenda Jankelowitz	Admissions & Marketing Manager (internal transfer)
Simonne Brill	Communications Assistant (external appointment)

The following positions were made redundant as a result of the restructure:

- Head of Middle School (6-8)
- Deputy Head of Middle School (6-8)
- Coordinator of Sport (6-12)
- Coordinator of Study: Computing Studies and ICT Integrator
- Enrolments Officer
- Middle School Psychologist

Thirty-seven (37) staff members terminated employment in the second half of 2014:

- Six redundancies (listed above)
- Eleven permanent staff (resigned to pursue other career opportunities)
- Twelve temporary staff (ending contracts)
- Eight temporary staff (Early Learning Centres, ending contracts)

An Exit Interview Process was conducted with 25 staff members. Due to the number of people departing, an external HR Consultant was engaged to conduct exit interviews with all those people leaving. A series of questions was asked to prompt feedback across a range of areas including:

- Observations, Experiences and General Feedback about the College,
- Organisational Culture,
- Communication,
- Leadership/Management,
- Professional Development,
- Staff Morale and Levels of Engagement,
- Future Opportunities and the College.

The three key areas that were of most concern to staff leaving were:

- poor internal communication,
- change fatigue,
- perceived lack of focus on staff wellbeing.

It is anticipated that 2015 will focus on debriefing with key leadership teams and requesting further feedback from remaining staff on how we can continue to improve staff morale and wellbeing.

## INDUSTRIAL MATTERS

### Multi-Enterprise Agreements

During the course of 2014, the College appointed AISNSW as our bargaining representative for negotiations in relation to Independent Schools NSW Standards Model (Teachers) Multi-Enterprise Agreement 2015-2017 and Independent Schools NSW (Support and Operational Staff) Multi-Enterprise Agreement 2015-2017.

From May 2014, the College embarked on notifications and negotiations to staff around Multi-Enterprise updates to ensure that staff members were briefed throughout the process.

In October 2014, Teaching and Support, and Operational Staff voted on the proposed new Multi-Enterprise Agreement (2015-2017).

A total of 169 staff members voted (119 teaching staff and 50 support and operational staff), with all staff voting YES in favour of the new MEA. This means that the majority of employees cast a valid vote to approve the Proposed Multi-Enterprise Agreement (2015-2017).

In November 2014, AISNSW lodged the proposed new Agreements with the Fair Work Commission for review and approval. These Multi-Enterprise Agreements were approved by the Fair Work Commissioner on 3 February 2015.

## CONTRACT TEMPLATE UPDATES

During the course of 2014, all letters of contract templates were amended and updated to reflect changes in workplace legislation. In addition, the College focused on ensuring that all staff members were correctly classified according to their Industrial Agreements to further ensure rigour and transparency in our payroll system.

## VISA SPONSORSHIPS

Moriah College War Memorial Association and Kehillah Moriah were lodged as Nominated Business Sponsors for 457 working visas and 801 religious visas. This would ensure that the College and Jewish College Association would be able to attract the highest calibre staff globally, whilst continuing to meet legislative requirements in visa regulations.

## OUR STAFF

### Workforce composition

(As at Census date of 1 November 2014)

Moriah College employs a staff compliment of 294 (Early Learning – Year 12). This increased from 281 staff in 2013. Breakdown of staff is as follows:

WORKFORCE COMPOSITION	
Administration & Support	50
Educational Support (Aides)	44
<b>Total Administrative Staff</b>	<b>94</b>
Full Time Teachers	132
Part Time Teachers	46
<b>Total Teaching Staff</b>	<b>178</b>
School Psychologists	3
Executive Staff	8
Kehillah Staff	11
<b>Total Staff for 2014</b>	<b>294</b>

There are no known indigenous staff members currently working at the College

### Breakdown of Staff per School

	ELCS	Primary	Middle/ High	TOTAL
Teachers	11	59	108	178
Aides & Support	24	7	13	44
Administration				50
Executive				8
Psychologists	1	1	1	3
Kehillah				11
<b>TOTAL</b>				<b>294</b>

Lauren Koseff  
HR Projects Officer



# Our Students

## STUDENT ATTENDANCE RATES

(As at March 2015)

For whole school student attendance rates, please refer to the school's data on the My School website [www.myschool.edu.au](http://www.myschool.edu.au)

Year Level	Annual
Kindergarten	95.25
Year 1	96.05
Year 2	95.18
Year 3	94.83
Year 4	94.89
Year 5	95.60
Year 6	94.82
Year 7	93.16
Year 8	93.43
Year 9	93.81
Year 10	93.34
Year 11	95.26
Year 12	97.20
<b>Overall</b>	<b>94.76</b>

## MANAGEMENT OF NON-ATTENDANCE

The school implements policy and procedures for the management of student non-attendance. An email notification is sent to parents of students who are absent. The school follows up where written explanation of an absence is not received from parents. Absences are monitored, and parent and student conferences are held to resolve patterns of non-attendance or unexplained absences. Mandatory reporting procedures apply where absences are extended or the student may be at risk.

All Attendance Policies were updated to include amendments to the Attendance Codes and the Exemption Policy, as provided by the NSW Department of Education and Training.

The Primary School implements policy and procedures for the management of student non-attendance. Teachers notify Primary School Reception by 9:00am each day of any absences. The receptionist contacts parents/guardians who have not called the school absence line to confirm the child is away. The parent or guardian sends a letter explaining the absences the following day, and the school follows up where written explanation of absences has not been received from parents. Absences are monitored and parents are contacted, or a meeting held, to resolve non-attendance.

*Mandatory reporting procedures apply where absences are extended or the student may be at risk.*

## STUDENT RETENTION RATE AND POST SCHOOL DESTINATIONS

All students (100%) from the 2012 Year 10 cohort completed Year 12 in 2014. A total of 93.5% of students who left school at the end of Year 12, following the completion of their school education, continued on to University. Those not taking up

an offer followed other tertiary pathways including overseas study and study at TAFE or other private tertiary providers.

## ENROLMENT POLICY

A copy of the College's Enrolment Policy is available on the College website [www.moriah.nsw.edu.au](http://www.moriah.nsw.edu.au)

## CHARACTERISTICS OF THE STUDENT BODY (As at Census date 7 August 2014)

Within the ethos of a modern Orthodox Zionist Jewish Day School, Moriah College attracts a wide range of students, from the traditional to the very observant. Whilst predominantly Australian, many students are first generation Australian with parents from South Africa, Russia, Israel, America and the UK. In addition, many students are immigrants from those countries.

The diversity of the student body has enriched the College and the experience of all its pupils. Students learn from each other, respect differences and honour their shared Jewish Identity.

The College has a total number of full time enrolments in Years K-12 of approximately 1448 students, with a close ratio of boys to girls; 717 boys and 731 girls.

Amongst our student body, 90% of students have English as their first language, with the balance of 10% speaking Hebrew or Russian.

Including the Moriah College Early Learning Centres; in 2014 the College had 1655 students (from students aged two years - Year 12 students); the number of boys 822 and girls 833.

Further information regarding the school context that is publicly available, including student background, school staff, enrolments, senior secondary outcomes and VET can be found at the My School Website [www.myschool.edu.au](http://www.myschool.edu.au) or the College website [www.moriah.nsw.edu.au](http://www.moriah.nsw.edu.au)

## INITIATIVES PROMOTING RESPECT AND RESPONSIBILITY

The College undertakes a variety of Initiatives that promote respect and responsibility for our students. These two characteristics form the key elements of our behaviour management policy and, as a College, we seek to provide a variety of opportunities for our students to develop these qualities.

The College's K-12 Behaviour Policy incorporates respect and responsibility as two of the three values we try to instil into our students. These values provide students with a framework of how to behave themselves both in and outside the College.

### Bar and Bat Mitzvah Programs

During 2014, the Middle School developed procedures for communicating with parents about the expectations around external Bar and Bat Mitzvah celebrations. The role of the College was clarified and ongoing education for both students and parents was initiated.



## Peer Support Program

Approximately 60 Year 11 students committed to the Peer Support Program. This program is an interactive wellbeing program through which Year 11 Peer Support leaders deliver wellbeing programs to students in Year 7, during Term 2 and 3, focusing on key skills in resilience, assertiveness, decision making, problem solving and conflict resolution.

## Montefiore Home and Moriah College Inter-generational Program

Year 8 students participated in a 'Hava Nagila' sing along program with the residents of Montefiore Home in Randwick. This new program afforded all concerned, wonderful opportunities to interact with one another in a very meaningful way.

## Year 6 Support Group

The Middle School provided a small group program run by the Middle School Psychologist to address some social, emotional and behavioural issues present amongst Year 6 students and to enhance their understanding of respect for oneself and others.

## Camps

Our Year 7-12 Counterpoint seminars and Shabbatonim provide students with the opportunity to build Jewish identity, respectful relationships and develop skills that enhance our students' social and emotional character development outside of the classroom. Facilitated by the Department of Experiential Jewish Education, these programs challenge and empower students to apply the values learnt at school to relationships with their peers and families. Lessons relating to myriad topics including Jewish pride, respect, responsibility and resilience, are delivered by a team of local and international role models in the context of Jewish and Zionist ideals, to ensure an authentic context and immersive environment that frames the positive learning experience.

## Positive Postcards

The Middle School introduced positive postcards to acknowledge respectful behaviours and relationships between students, and between staff and students. Staff were encouraged to note positive behaviours and contributions they had observed in students, on the back of student designed postcards and send these to students to affirm their positive contribution to College life.

## Student Workshops

Throughout the Middle and High School, students engaged in a variety of workshops with organisations that provided opportunities for students to develop respect towards themselves and others. These workshops focused on areas such as Digital Citizenship, Cybersafety, safe partying and bullying.

## Service Learning - Chesed in Action

Our service learning program relies on our students to take responsibility to make the world a better place. Our program forms part of the fabric that binds our school and is a compulsory element of a student's life in the Middle School and High School. In 2014, the following new initiatives were introduced:

- Students in Year 10 who did not attend the Israel Study Tour, participated in a Service Learning week, which included visits to Rough Edges, Royal North Shore Hospital, Our Big Kitchen, Mirrabooka Aged Care, Waverley Child Care Centre and Mill Hill Child Care Centre.
- In September 2014, Year 12 students participated in a Service Learning day to conclude their schooling career, in a positive way, encouraging them to give back to the community in recognition of its support for them throughout their school years.

## STUDENT LEADERSHIP REPORT

### Wellbeing Programs

During 2014, Wellbeing Programs delivered through extended tutor sessions continued to address issues relating to respect and responsibility. All programs from Year 6-12 explored age specific issues with the underlining development of respect and responsibility.

### Leadership

#### High School

Student Leadership is central to Moriah College. Our aim is to give our students the opportunity to discover the leadership qualities within themselves, work as teams, develop their potential as leaders and most importantly, to energise others and make a difference in the College and the wider community.

Throughout 2014, we continued to focus closely on the implementation of age specific and progressive leadership programs.

#### The formal Leadership programs included:

- **The Yitzchak Rabin Leadership Program** for Year 9 students. This was run through tutor groups and involved all Year 9 students. The purpose of the program was to help students recognise their own capacity as individuals, tutor groups and a united year group, to positively impact others, and to make a difference. In their tutor groups, all Year 9 students designed, developed and implemented community-service based programs.
- **The Hadracha Program** for students in Year 10. This involved approximately 70 students who learned leadership skills around planning, writing and implementing teaching programs in both the Moriah and Mount Sinai Primary Schools, around the Jewish festival and Holy Days.
- In Year 12, students nominated for positions of elected **Portfolio Captains** on the SLC (School Leadership Council) and **Portfolio Convenors**. The Year 12 SLC attended a two-day Leadership Retreat, which empowered them to develop their strategic plan for the year and provided them with a platform on which to build a variety of initiatives to raise school spirit and strengthen relationships between staff and students. Both the SLC and Portfolio Convenors were charged with empowering students to develop their identity as young Jewish Ambassadors for the College, the broader community and wider Australian Society.

#### Middle School

The 2014 Middle School Leadership Team of 24 enterprising Year 8 students were involved in a variety of events. They presented tributes to Ariel Sharon, Jane Goodall (UN



messenger of peace) and Richard Bernstein. They participated in a moving Yom Ha Shoah Assembly, and were involved in activities to acknowledge ANZAC day, World Down Syndrome day and World's Biggest Morning Tea, as well as Israel updates and school information sessions.

The final Assembly at the end of 2014 encapsulated the essence of Middle School, with past principals as guests, incredible presentations and Middle School Leaders Sarah Cass and Ashleigh Younger, delivering touching and thoughtful summations of the Middle School journey. The 2014 Leadership team truly made a difference.

**The 2014 Informal Leadership programs included:**

- **Safe Schools Committee** – students nominated to be part of this committee where the aim was to create a safe, respectful and inclusive school. Students hosted various events to build a positive and supportive environment that embed respect and tolerance.
- **Lighthouse Program** – Year 12 students volunteered to work with the Special Education unit in Junior school.
- **Pink Breakfast** – led by Year 12 students, to raise awareness and money for Breast Cancer Research.
- **Graduation Dinner** – Year 11 students organised and hosted the Year 12 Graduation Dinner for graduates and their family.

**Primary School Leadership**

- **Year 5 Monitors** – In 2014, every Year 5 student was allocated a monitor role for the year. They were given the opportunity to develop their Leadership skills through this position, and to understand the responsibility and commitment necessary when taking on these roles. The Monitor positions ranged from Bus Monitors to Sport Monitors. Year 5 students also studied units on leadership throughout the year. These included: the Attributes of a Good Leader, the Impact of Leadership, Communication and Listening Skills, Improving School Culture and Spirit, Care Courtesy and Reliability, Goal Setting, the Meaning of Integrity, Self-Knowledge and Identity, Confidence and Resilience, Decision Making and Peer Pressure, Creative Thinking, Appreciating Strength and Diversity, Developing Healthy Relationships and Encouraging Others. Through these, they gained a greater understanding of what leadership is.
- **SRC** – Two students (a girl and boy) were chosen at the beginning of the year from each class, Years 3 – 5 to sit on the Student Representative Council (SRC). The council meets each week and the representatives put forward suggestions of how the school can be improved. The students are required to promote ideas, speak to their class and report back any decisions carried.
- **Charity** – During the course of each term, students were allowed to raise money for a charity of their choice. The students formed groups of 3-5 children and organised a game or activity, which was run at lunchtimes over one week, to raise money. Each group was responsible for the promotion, equipment, prizes and collection of money. These activities were coordinated by a teacher and the students were responsible for the success of the activity.

- **Year 5 Buddy Program** – Every Year 5 student was buddied with a Year K child for 2014. Their role included orientating the Year K children around the school, eating with the children at lunchtimes on a regular basis, and doing class activities in each other's classrooms.
- Year 5 students also had the opportunity to be ushers at various school functions e.g. parent tours, prize giving and Year K orientations.
- Five Year 5 students joined members of the Primary School Executive for a day, which was part of the 'Student Principal for a Day' concept. Each child experienced the different roles in an executive day, which included meetings, responding to letters and dealing with staff and emails.

## HOUSE REPORT

House activities in 2014 fostered a sense of team spirit and House identity in both the High School and Middle School.

There were a number of House based activities run by the House Captains throughout the Year, creating opportunities for team work, collaboration and good fun! Sporting challenges on the Basketball courts, the Cross Country Carnival and a Shavuot challenge added opportunities for students to participate in House events. The "Tour De Moriah", a yearly house based event, offered students and staff the opportunity to test their scooter and navigation skills in competing for glory and the trophy.

As always, the inter-house Carnivals were the main focus of House spirit and competition. The Swimming Carnival had a significantly high participation rate – so much so that House relays had to be completed on the day following the Carnival, in the College pool. As always, students enjoyed the opportunity to take part in the non-competitive races, which allowed all students to earn House points for participation.

The Athletics Carnival was, likewise, a great success in terms of House spirit, opportunities for personal and team bests and connectedness.

The highly successful Music Festival in Term 2 provided a platform for students to demonstrate their music and dance talent, whilst fostering cross grade relationships and team building opportunities. The convenors demonstrated and refined their leadership skills in producing excellence in Dance, Drama and Music. This House based festival creates a platform from which many students are able to leverage off their personal strengths in the Arts.

In the Middle School, the Middle School Showcase built on the success of Music Festival and facilitated personal growth and leadership opportunities through Dance choreography, song choices, lead singing roles in ensembles, and participating as MC.

## CO-CURRICULAR ACTIVITIES (K-12)

Through a range of curricular and co-curricular experiences, all students are encouraged to discover, explore and extend their talents. Healthy competition of all kinds encourages the children to develop their strengths and abilities.

During 2014, activities such as Da Vinci Decathlon, Philosophy, HICES G&T Camp, Drama, Chess and Debating were designed to build articulate, independent thinkers. Team activities, such as sporting events fostered confidence, self-esteem, organisational and leadership skills and above all the importance of being a team player.

### Debating

Moriah College participated in two Debating Competitions in 2014.

The HICES Competition was a rigorous competition that involved more than 40 independent co-educational schools across NSW. For this competition, Moriah entered three teams from Middle School and High School. Our Year 7 and 8 Debating Teams were successful in making it through to the Finals series and got as far as the Semi Finals, which was an outstanding achievement and an improvement on the year prior. The team that they lost to went on to win the



next round in the final. Two students in Year 8 were awarded certificates at the Grand Final Awards Ceremony for being amongst the Best Debaters in the Finals series. One student topped the list as being the best debater in NSW in the Middle years.

Moriah College also participated in the Inter-School Jewish Debating Competition. This was a competitive tournament in male and female age groups between Moriah College, Emanuel School, Kesser Torah College and Masada College. Moriah entered four teams from both Middle School and High School with the Middle School boys' team winning the finals - a great achievement.

## Public Speaking

In conjunction with the Joint Distribution Committee (JDC), Moriah College initiated a public speaking competition that involved students in Years 9 – 12 in three of the Sydney Jewish Day Schools. The competition was organised into a series of three rounds, each of which included an impromptu and a prepared section.

The competition was designed to promote greater collaboration between the Jewish Day Schools with a view to providing a forum for students to showcase their refined skills in public speaking. The nature of the prepared topics invited students to articulate a depth of knowledge about contemporary Jewish issues and values.

This competition brought the schools together in an overt representation of community, central to the mission of the JDC.

In addition to this, the competition also explored values such as:

- Care for the environment
- Jewish continuity
- Love thy neighbour
- Tikkun Olam (making the world a better place)
- Shabbat (rest and reflection)
- Traditions and customs

In the first round, approximately 28 Moriah students participated, with the topic being 'Community is the essence of Judaism'. Ten students were selected for Round 2.

Six other students from Masada College and Emanuel School joined the ten Moriah students to explore the topic: *'More than Jews keep Shabbat, Shabbat has kept the Jews'* (Ahad Ha'am). Consider this statement in light of the past, present and the future. Four finalists were chosen to compete in the final round.

In the final round, the topic was 'Life is G-d's call to responsibility', which was hotly contested by three Moriah students and one from Emanuel School. The Emanuel School student was awarded first prize (\$5,000). A condition of the competition was for all prize money to be used as a contribution towards an Israel program.

Overall, the competition was well received and met its aims. Moriah students were treated to some fabulous speeches in the final round, which was judged by a panel of three prominent guest judges, including the Hon Malcolm Turnbull (MP).



# Sport

## MIDDLE SCHOOL AND HIGH SCHOOL

Inter-House Swimming, Athletics and Middle School Cross Country, and Sport trials in a variety of Sports provided the basis for House spirit and opportunities for talented athletes to progress to association representation.

Year 6 Pathway in competitive sport

ASISSA > CIS > NSW ALL SCHOOLS > NATIONALS

In addition Year 6 students compete in HICES Swimming and Athletics Carnivals

Years 7-12 Pathway in competitive sport

CDSSA > AICES > CIS > NSW ALL SCHOOLS > NATIONALS

Team Sport Competitions at CDSSA Gala Days, Peninsula Cup Rugby & Soccer, St Catherine's Netball, Easts Girls Touch Football and Easts Basketball Competition were avenues for students to represent the College in their sport of preference.

Moriah's 18 years' teams competed in the Peninsula Cup Rugby Competition, finishing the season with a win for the third year in a row in the annual Masada/Moriah match.

The College Biathlon at Clovelly Beach proved a popular event with 80 students participating in both individual and team events. The more competitive students entered the All Schools Triathlon team event at Penrith.

Moriah was able to send a full team to the snowfields this year with competitors from Years 7-12 participating in both the Jewish Inter-schools Snowsports and Maccabi Championships in Victoria, collecting trophies in a number of individual results in both Skiing and Snowboarding and winning both the Senior School and Overall Champions Trophy.

Thirty-five students participated in the beginners' ski program in the July school holidays, which was coordinated by the Initiative Action Learning Company in Jindabyne. Lessons were conducted on the NSW slopes at Thredbo.

ASISSA Sport on Thursday afternoons provided competitive opportunities for our Year 6 students to compete in a variety of team sports.

The Years 7 and 8 Sport/Recreation Program focused on providing opportunities to develop skills in a number of team sports and a variety of lifestyle recreational activities.

Goodridge Swimming School, and its team of swim coaches, have prepared our students for race meets and conducted a number of sessions for Moriah students in both co-curricular and sport programs within the College.

## DUKE OF EDINBURGH

Student involvement in the Duke of Edinburgh Program continues to attract interest with increased numbers participating in 2014. The number of students who completed their award requirements are outlined below:

Gold	Silver	Bronze
25 students	41 students	87 students

## PRIMARY SCHOOL

In 2014, Moriah offered an extensive range of sporting and co-curricular opportunities for all students in Years K-5. Refer to the College website [www.moriah.nsw.edu.au](http://www.moriah.nsw.edu.au) for a full overview.

Students were able to choose from competitive, grade/ability based, and non-competitive activities.

Moriah Primary School is a member of the All Suburbs Independent Schools Sports Association (ASISSA), Heads of Independent Co-Educational Schools (HICES) and the Independent Primary School Heads of Australia (IPSHA). These three associations administer Inter-School competitions for Primary School members. In 2014:

- Three students represented CIS in State Cross Country Championships and State Football Championships
- Years 5 and 6 Cricket and AFL teams made Regional Finals
- Gymnastics Teams competed in Level 3 at IPSHA and were all placed either 1st, 2nd or 3rd

## 2014 Inter-School Competitions

Term	Competition	Year groups/ No of students
1	ASISSA Tapuwai (girls)	Years 5 & 6
	ASISSA AFL (Boys)	Years 5 & 6
	ASISSA Swimming	56
	HICES Swimming	34
	CIS Swimming	17
	AFL Gala Day	14
	CIS Tennis	3
	CIS Basketball	7
	CIS Netball	1
	Years 5&6 Rugby Sevens	14
2	ASISSA Netball (girls)	Years 5 & 6
	ASISSA Soccer (boys)	Years 5 & 6
	CIS Tennis	3
	ASISSA Cross Country	82
	CIS Cross Country	19
3	Futsal Gala day	32
	ASISSA Netball (girls)	Years 5 & 6
	ASISSA Soccer (boys)	Years 5 & 6
	ASISSA Athletics	89
	HICES Athletics	68
	CIS Athletics	22
	Cricket Gala Day Years 5&6	14
4	ASISSA Oztag	Years 5 & 6
	IPSHA Gymnastics	23
	Cricket Gala Day Years 3&4	21

Other Co-curricular Sports on offer in the Primary School in 2014:

- Gymnastics
- Badminton
- Rugby League
- Rugby Union
- Tennis
- Moriah to Manly Swim
- Moriah to Manly Marathon
- Duathlon
- Dance
- Basketball

# Co-Curricular Music

## MIDDLE SCHOOL AND HIGH SCHOOL

### Encouraging Musical Excellence in Composition

The Composer in the Classroom program continued in 2014, for its 6th successful year with Dr Peter Marshall working with our students from Year 10-12 to facilitate the development of outstanding HSC Compositions. Students enjoyed the sessions afforded them in this area and the opportunities that were created by having professional performers play and critique their work.

### Music Enrichment Classes in Years 7 and 8

Taking account of the many students playing instruments at advanced levels in the College, the introduction of these classes continued to prove a very successful innovation. Students were able to work collaboratively with those of similar musical experience. This provided a more intellectually stimulating environment.

## PRIMARY SCHOOL

A newly established and popular Percussion Ensemble continued for Year 2 children, with a membership of 45. The K-2 Choir was also a very popular activity with numbers exceeding 40 children.

### Musica Viva

Students in Years 3, 4 and 5 attended an incursion called Sounds Baroque Opera.

### Song of the Month

This highly successful program continued in 2014 for Years 3-5 and extended to K-2. The students learned a song in class and then came together as a community to sing it in Assembly at the end of each month. This encouraged boys to sing also, and the whole school was generally singing much better. These songs reflected the dual curriculum alternating between secular and traditional Jewish songs.

The Camerata String accompanied the Song of the Month.

### Jewish Singing

During Term 3, the Primary School re-introduced Jewish Singing in Years 4 and 5 in preparation for the Communal Shabbat Project. We hope to continue this program involving Years 3-6 in 2015.

### Choir in the Primary Department

In 2014, there were 65 students in the Primary School Choir. The "Song of the Month" program assisted in creating a great interest in singing across the Primary School. The choirs visited the Montefiore Home to entertain the residents, and performed at Open Day.

### Choir in the Infant Department

Forty students met each Tuesday morning at 8:00am to sing together. They visited the Montefiore Home to entertain the residents, and performed at Open Day.

### Percussion Ensemble

Students in the Infants School met on Wednesdays at Lunchtime to play together as an Ensemble. Thirty students participated in this activity. They performed for parents at Open Day.

### Communal Yom Hashoah Ceremony

Eleven of our Primary School students joined the Community as part of an inter-school choir on Yom Hashoah, performing songs in Yiddish and Hebrew. The music was challenging and required many hours of rehearsal. Primary School Music Teacher Rachel Keenan was responsible for the preparation of the group that was conducted by Conservatorium Lecturer Joseph Toltz. The students did an outstanding job.

They also visited the Israeli Embassy in Canberra for the Yom Ha'atzmaut Ceremony, performing for many official delegates.

## INSTRUMENTAL/VOCAL MUSIC

Moriah musicians/vocalists continued to make important contributions both inside and outside the College. In 2014, there were 370 participants in the Instrumental Music Program, with five Concert Bands, a Symphony Orchestra, five String Orchestras, Senior and Junior Jazz Bands and several small Ensembles. The Vocal Program comprised one Senior Mixed Vocal Group in the High School, with a Senior Girls' Group commencing 2015. Most of our students performed at a number of events and activities as part of the school calendar. A comprehensive program of opportunities was provided for Primary School and High School musicians by the large team of permanent and part-time staff. This resulted in an increase in the number of students participating in the Music program at the College in 2014.





## INTERNATIONAL BAND AND ORCHESTRA TOUR

Our International Band and Orchestra Tour consisting of sixty students, toured the USA and Israel at the end of 2014. The students performed a total of 16 concerts, which included a special appearance at the Moriah Alumni Israel Reunion in Jerusalem.

## YEAR ONE STRING PROGRAM

Students in Year 1 spent time learning the Violin. This gave students a small taste of what it is like to play an instrument, and also gave the Music Staff an insight into those who showed an innate ability for String playing. Several students then elected to continue with Strings and were allocated a Violin, Viola or Cello. Our String Program continues to grow under the watchful eye of Beth Porter our Head of Strings.

## PERFORMANCES WITHIN THE COLLEGE

### New Parent Mornings

As part of a visit to the College by new parents, the Symphony Orchestra rehearsal was opened for viewing. This meant that potential parents could listen to, and observe the rehearsal first hand, appreciating a small part of what Moriah Music has to offer.

### Primary School Open Day

The Year 2 String Orchestra performed at the Primary School Open Day.

### Leadership Induction Assembly

The Tour Symphony Orchestra performed at this prestigious Assembly and the performance was enjoyed by all.

### Assembly Performances

Several performances took place at High School Assemblies. These included HSC performances and performances by the Tour Band.

### Yom Ha'atzmaut

Our High School Vocal Group performed at the Communal Yom Ha'atzmaut Celebrations at Randwick Racecourse.

### Steve Clisby Concert

Acclaimed entertainer, Steve Clisby, performed at a concert to raise funds for the Tour Band/Orchestra. This concert also, featured The Symphonic Winds and Senior Jazz Band.

### Year 7 Orientation

Year 11 leaders who were also in the Instrumental Program, performed in a Jazz Ensemble for the new student intake for 2015, and their parents.

### Rosh Chodesh Prayers

Four Year 11 students prepared a program for Rosh Chodesh, and performed with one of the Israeli Madrichim during Rosh Chodesh prayers.

### 2014 Inter-House Music Festival

Under the guidance of our experienced Music Convenors, Houses competed for the coveted Music Festival Trophy. Held

over two nights to capacity audiences, the Festival once again provided a great evening's entertainment. The adjudicators were not short of superlatives to describe the contributions made by arrangers, performers, choreographers and performers in all areas. The 2014 trophy was awarded to Ezra, and the winners in the various categories were as follows:

- 1st in Ensemble = Ezra
- 1st in Original Song = Ezra
- 1st in Dance = Ezra
- 1st in House Song = Hillel

### HSC On Show

The College showcased its HSC Music students in a concert, which provided them with an opportunity to perform in the same conditions and with the same musical accompaniment that they would use on the day of their examination. The evening was very well attended and appreciated by parents, families and friends. The standard of the performance, covering voice and a full range of orchestral instruments was impressive.

### Instrumental Showcase Concert

A selection of some of our most diligent players auditioned for a place at our Annual Showcase Concert that is designed to give students the opportunity for solo performance with accompaniment. The personal musical milestones of the youngest and newest participants, and the outstanding performances of the most experienced musicians are acknowledged and applauded.

### Middle School Showcase

The annual Middle School Showcase attracted a large number of performers interested in showcasing their talents in a number of categories - Year-based Dance, Curriculum-based Drama Group Performances and Music by audition. The Design and Technology, and Visual Arts departments also displayed students' work.

### Instrumental Concerts

Seventeen Instrumental Concerts took place in Term 4. Each concert gave students the opportunity to demonstrate their individual skills and perform with an accompanist. These concerts continue to be well received and expose children to solo performance.

### Artbeat Opening

The Sinfonia Strings performed at the Opening of Artbeat, and were received very positively.

### MUSIC CAMP 2014

Music Camp continued to be a highlight of the musical year at Moriah with numbers at the Camp escalating to 275. The Concert took place on the final evening of the Camp and was well received, with almost 1000 people in attendance.

### ACHIEVEMENTS

As at writing this report, two Year 12 students received an ENCORE nomination, one for her performance in Music 1 and the other for his composition in Music 2.





# Our Community

## School policies, including Anti-Bullying

### COLLEGE POLICIES

At the commencement of 2013 the College engaged “Integroe and Partners” to review our current College policies and provide advice regarding a possible Framework to inform future development and review of College policies and guidelines at the College. The review looked at the broader College context informed by the Strategic Plan and accompanying Mission and Core Value Statements.

Following this work in 2013, the College Executive commenced its own review of all policies and guidelines in 2014. A number of policies were condensed into single policies, whilst others were written with a K-12 one policy approach. Gaps were identified and recommendations made with regards to future policy development and consolidation for 2015.

Whilst most policies reside in a Policy Folder on eLY, work carried out in 2014 identified the need for further consolidation in 2015.

### STUDENT WELFARE

The school seeks to provide a safe and supportive environment which:

- Minimises risk of harm and ensures students feel safe and secure
- Supports the physical, social, academic, spiritual and emotional development of students
- Provides student welfare policies and programs that develop a sense of self-worth and foster personal development

### STUDENT DISCIPLINE

The College’s Behaviour Management Policy is based on the notions of Respect, Responsibility and Resilience, particularly as they are manifested in the Jewish principles of Kavod, Derech Eretz and Middot. We expect every member of the Moriah College community (students, teachers and parents) to demonstrate these qualities in ways appropriate to their age and role in the community. We see it as our responsibility to support and assist all members of the Moriah College community to develop and implement these qualities.

The policy has three main components:

- A Middot program
- Recognising good behaviour
- Managing negative behaviour

Managing negative behaviour, students are required to abide by the school’s rules and to follow the directions of teachers and other people with authority delegated by the school. Where disciplinary action is required, consequences imposed vary according to the nature of the breach of discipline and a student’s prior behaviour.

All disciplinary action that may result in any sanction against the student including suspension, expulsion or exclusion follows processes based on procedural fairness as outlined in the Suspension, Expulsion or Exclusion of Students Policy.

Anti-bullying is specifically dealt with in this policy document. Bullying behaviours are clearly defined and any incidence of bullying is addressed as a serious issue. The College vigorously pursues programs designed to educate students to recognise bullying behaviour and to intervene in support of anyone being bullied. Students are encouraged to report incidences of bullying. The victim of bullying will be provided with whatever support they need.

There is a separate discipline policy for the Primary School, and the High School. The full text of the school’s Behaviour Management policy and associated procedures is provided to staff members through the Staff Policy folder and school intranet. An outline of the policy and procedures is also provided to members of the school community in the Parent Information Booklet.

### COMPLAINTS AND GRIEVANCES RESOLUTION

Moriah’s policies for dealing with complaints and grievances include processes for raising and responding to matters of concern identified by parents and/or students and staff. These processes incorporate appropriate principles of procedural fairness and identify senior people who can assist if a matter remains unresolved.

The full text of the school’s policies and processes for complaints and grievances resolution is provided in the Staff Policy folder and also sits in eLY, in our e-learning system. An outline of the policies and processes is also provided in the Parent Information Booklet.



The policies below were revised in 2013 / 2014:

Policy	Revised during 2013	Access to full text
<p><b>Accident/Incident Policy encompassing:</b> Guidelines to staff on what to do if a child has an accident or is involved in an incident, specifically with reference to:</p> <ul style="list-style-type: none"> <li>• Head, neck and spinal injuries</li> <li>• Reporting lines – Home and School</li> <li>• Location of forms</li> </ul>	Reviewed and updated in 2014.	Policies Folder, eLY, Sick Bay and Staff Common Room
<p><b>Anti-Bullying Policy K-5 encompassing:</b></p> <ul style="list-style-type: none"> <li>• Definition of bullying</li> <li>• How Moriah Primary School combats bullying</li> <li>• Code of Conduct, infringements and consequences</li> </ul>	Reviewed in 2014. Minor changes made with regard to 'Stand Up, Don't Stand By', which was a new strategy on bullying.	Policies Folder and eLY
<p><b>Assessment Policy encompassing:</b></p> <ul style="list-style-type: none"> <li>• Rationale</li> <li>• Forms of assessment</li> <li>• Assessment and reporting</li> <li>• Student reports</li> <li>• Reporting guidelines and procedures</li> <li>• Procedures for testing</li> </ul>	Reviewed and updated in 2014 for K-5.  All Assessment policies are reviewed annually.	Policies Folder and eLY
<p><b>Attendance Policy K-12 encompassing:</b></p> <ul style="list-style-type: none"> <li>• Policies and procedures when dealing with whole day, partial and prolonged absences</li> <li>• Truancy and withdrawal from school</li> </ul>	Reviewed and updated in 2014.	Policies Folder and eLY
<p><b>Behaviour Management Policy:</b></p> <ul style="list-style-type: none"> <li>• Purpose</li> <li>• Code of Conduct</li> <li>• Consequences</li> <li>• Staff Support</li> </ul>	Reviewed in November / December 2014. Replaced by a new Community Code of Conduct for implementation in 2015.	Policies Folder and eLY
<p><b>Child Protection Guidelines and Procedure Manual K-12 encompassing:</b></p> <ul style="list-style-type: none"> <li>• Definitions</li> <li>• Legislative requirements</li> <li>• Preventive strategies</li> <li>• Reporting and investigation 'reportable conduct'</li> <li>• Investigation procedure</li> <li>• Staff Code of Conduct</li> <li>• Documentation</li> </ul>	Under Review for implementation in 2014 in accordance with Keep Them Safe.	Policies Folder and eLY
<p><b>Communication Policy K-5 encompassing:</b></p> <ul style="list-style-type: none"> <li>• Formal and informal mechanism in place for facilitating communication between the school and those with an interest in the student's education and well being</li> </ul>	Reviewed and updated in 2014.	Policies Folder and eLY

Policy	Revised during 2013	Access to full text
<p><b>Discipline Policy K-5 encompassing:</b></p> <ul style="list-style-type: none"> <li>• Acceptable and appropriate behaviour</li> <li>• Unacceptable and inappropriate behaviour</li> <li>• College behaviour expectations</li> <li>• Discipline Program K-2</li> <li>• Discipline Program 3-5</li> <li>• Corporal Punishment</li> <li>• Procedural Fairness</li> </ul>	Under review for implementation in 2015.	Policies Folder and eLY
<p><b>Drug Policy K-5 encompassing:</b></p> <ul style="list-style-type: none"> <li>• Arguments for and against zero tolerance and harm minimisation approaches</li> <li>• Guidelines of responses to specific infringements</li> <li>• Code of Conduct, infringements and consequences</li> </ul>	Under review for implementation in 2015.	Policies Folder and eLY
<p><b>Enrolment Policy Early Learning to Year 12:</b></p> <ul style="list-style-type: none"> <li>• Essential enrolment criteria</li> <li>• Enrolment Process</li> <li>• Priorities for enrolment</li> <li>• Retaining a place during absence from the College</li> <li>• Students with Disabilities</li> </ul>	Reviewed and endorsed on July 30, 2014 Next Review July 2016	Policies Folder and eLY
<p><b>Evacuation Guidelines and Procedure Manual K-5 encompassing:</b></p> <ul style="list-style-type: none"> <li>• Fire Evacuation</li> <li>• Threat Evacuation</li> <li>• Lockdown</li> <li>• Checklists</li> </ul>	Updated in 2014 due to procedural and staff changes.	Policies Folder and eLY
<p><b>Excursions, Incursions and Special Events Policy K-5 encompassing:</b></p> <ul style="list-style-type: none"> <li>• Purpose of the excursion or incursion</li> <li>• Staff conduct</li> <li>• Student behaviour</li> <li>• Role of parent helpers</li> <li>• Procedures for Excursions, Incursion and Special Events Policy including Risk Assessment</li> </ul>	No changes in 2014.	Policies Folder and eLY
<p><b>ICT – Student Computer Use and Staff Code of Use Policies K-12 encompassing:</b></p> <ul style="list-style-type: none"> <li>• Agreement about student use</li> <li>• Staff responsibilities</li> <li>• Permitted and prohibited uses of College systems</li> <li>• Dealing with emails</li> <li>• Intellectual property</li> <li>• Privacy</li> </ul>	Reviewed and updated in 2014.	Policies Folder and eLY
<p><b>Pastoral Care Policy K-5 encompassing:</b></p> <ul style="list-style-type: none"> <li>• Principles and procedures</li> <li>• Responsibility for the safety of students</li> <li>• Responsibility for Pastoral Care</li> <li>• Roles of staff</li> <li>• Specialist pastoral care resources</li> </ul>	Under review due to Year 6 re-joining the Primary School.	Policies Folder and eLY

Policy	Revised during 2013	Access to full text
<b>Reporting Policy 6-12 encompassing:</b> <ul style="list-style-type: none"> <li>• Procedures for completing academic reports</li> <li>• Staff roles as part of the reporting process</li> <li>• Style and grammatical guidelines for writing reports</li> </ul>	Reviewed in April 2013 To be reviewed in 2015	Policies Folder, eLY
<b>Student Health Care Policy K-5 encompassing:</b> <ul style="list-style-type: none"> <li>• Staff responsibility</li> <li>• Procedures for sick child</li> <li>• Procedures for an accident or incident</li> <li>• Protocol for dispensing medication to students</li> <li>• Procedures for sun protection</li> </ul>	No changes in 2014	Policies Folder and eLY
<b>Supervision of Students Policy K-12 encompassing:</b> <ul style="list-style-type: none"> <li>• Staff responsibilities</li> <li>• Playground supervision</li> <li>• Supervision prior to the commencement of classes</li> <li>• Supervision following the completion of classes</li> </ul>	Implemented in 2013, up for review in 2014/2015.	Policies Folder and eLY
<b>Suspension, Expulsion or Exclusion of Students Policy and Guidelines K-12 encompassing:</b> <ul style="list-style-type: none"> <li>• Principles</li> <li>• Procedural Fairness</li> <li>• Guidelines for Suspension, Expulsion and Exclusion</li> <li>• Weapons prohibited in the school</li> <li>• Unauthorised entry on to school premises and persons behaving offensively in or near school premises</li> </ul>	No changes in 2014. To be reviewed in 2015	Policies Folder and eLY
<b>Staff Swimming Pool Policy K-12 encompassing:</b> <ul style="list-style-type: none"> <li>• Procedures for staff to use the swimming pool</li> </ul>	No changes in 2014.	Policies Folder and eLY
<b>Teacher Accreditation Policies</b>	Reviewed annually.	Policies Folder and eLY
<b>A Statement about Unlawful Discrimination, Harassment, Vilification and Bullying at Moriah:</b> <ul style="list-style-type: none"> <li>• Definitions of all terms</li> <li>• Responsibilities of all staff</li> <li>• How complaints are dealt with</li> <li>• Identifies the Grievance Resolution Advisors</li> <li>• Link to Staff Guidelines for resolving complaints</li> </ul>	Reviewed and endorsed on March 19, 2014 in accordance with Fair Work. Next Review March 2016	Policies Folder and eLY
<b>Staff Guidelines for Resolving Complaints at Moriah College:</b> <ul style="list-style-type: none"> <li>• Aims of the College</li> <li>• How complaints are dealt with and resolved for staff</li> <li>• Refers to the Statement of Unlawful Discrimination</li> </ul>	Reviewed and endorsed on March 19, 2014 in accordance with Fair Work. Next Review March 2016	Policies Folder and eLY
<b>Guidelines for Resolving Complaints at Moriah College:</b> <ul style="list-style-type: none"> <li>• Aims of the College</li> <li>• How complaints are dealt with and resolved for the community</li> <li>• Distinguishes between General and Fee related complaints</li> <li>• Identifies the role of senior staff and the Board in assisting with unresolved matters</li> </ul>	Reviewed and endorsed on March 19, 2014 in accordance with Fair Work. Next Review March 2016	Policies Folder and eLY



**Lauren Ehrlich**  
P&F President

# Our Community

## Parents' & Friends' Report

The Parents' and Friends' Association (P and F) works closely with parents, staff across all campuses and the wider community. The General Committee meets every two weeks, which is determined by what is happening on campus. The executive meets and liaises more often.

2014 was a continuation of the improvement and refurbishment of the school's canteens, which commenced in 2013. The fundamental importance of nutrition and wellbeing of staff and students has been the focus. Parent volunteers help in the preparation of food, as well as serving.

New parents were welcomed in to the school in stages. Year K, Year 7 and Year 3 families were welcomed at separate family barbecues. Other new families, falling outside these year groups, were welcomed at a cocktail party in the High School Board Room. The College Principal, President of the Board, and Executive staff members attended, as well as members of the P and F committee. This was an informal and warm welcome for new parents and the role that the P and F play in the everyday running of the school was discussed.

The Chessed program continues to run with the dedication of many parents and the generosity of some community members. This incredible connection within our community grows in conjunction with Our Big Kitchen, a Kosher Community kitchen, with "cook off" days coordinated by the P and F. One is held each term to cook and distribute meals to those "in need". Extra donors are sought from within our community.

One of the important roles of the P and F is to organise the books for all the students and the class lists for teachers. This huge undertaking is a very arduous task and falls into one of the many needed extras that we do for the school. At the beginning of the year we also identify and nominate parents to become class parents who then directly liaise with their teachers. These class lists go from Year K through to Year 8 however with the structural change of the school for the new academic year; it will be discussed to change this to Primary school only.

A major role of the P and F is to run the Uniform Shop. We have three permanent part-time staff members. The new uniform, which has been rolled out over the past two-three years is finally completed, however there is a new structural change to the school, which will impact once again. With the disbanding of the Middle School, it is envisaged that students from Years K-7 will undergo a new transition, which is yet to be discussed. The uniform may also change for the High School seniors, to include Year 10 and not just Years 11 and 12. The old uniform was collected by our volunteers and together with books, was packaged up and a container was sent to a needy community in Africa.

The P and F Association supported the Jewish Studies Department as in previous years, with the coordination, preparation and catering for the Sederim and Pesach activities as well as Mitzvah presentations for our Year K and Year 1 students. Many parents come to school to be involved and volunteer their time. The Year 11 Studies of Religion Seder remains a very well received activity.

Our AGM was held in May in conjunction with the Moriah Associations' AGMs. Many new volunteers stepped up and the committee increased its numbers to 23 members.

Mothers' Day, Fathers' Day, school orientations, new Parents' tours, hot dog days, fundraising breakfasts, community garden awareness, band tour fundraisers - these are just some of the many activities that the P and F is involved in throughout the academic year. Grandparents are welcomed onto our busy campus and often fundraising talks and events are held off campus.

2014 was the inaugural year for the Global event known as the Shabbat Project. Jewish communities around the world participated in this global event in which 340 cities united to observe and partake in Shabbat Celebrations. Apart from the external festivities, which included the entire community, volunteers were asked to help with Challah Baking from Years K-5, a special Challah for each child and every family within the school and the community received a showbag. This was a mammoth task on top of an already pushed group of volunteers.

ARTBEAT and the Spring Fair returned in 2014. These were our two major fundraising events for the year. Much energy and effort was placed into these events and it was great to finish the year on such a high. Hundreds of hours and hundreds of people poured in to the school to view the Artworks, set up stalls, make posters and come together to make these events successful. The wider community was invited and encouraged to attend the Opening Night and the Prize Giving, as well as to enter the Art competition itself in one of the many categories. The Spring Fair was embraced by the entire Primary School and the Early Learning Centres were also invited to attend, as well as prospective new students and their families. The day was a tremendous success in terms of friend and fund raising.

In 2015, we endeavour to move forward with a more modern payless system in our canteens, an online option for the uniform shop and some different and exciting fundraising options.

**Lauren Ehrlich**  
P&F President



Karen Shagrin  
Alumni Association Manager

# Our Community

## Yedid-Moriah Alumni Report

### KEEP CONNECTED

The Moriah College Alumni Association is pleased to report that during 2014, membership of the Association continued to grow and in line with the Association's operational plan, many new initiatives were launched that have assisted in ensuring continued connectivity between former Collegians, current students and the College.

### ISRAEL REUNION

In November 2014, approximately 200 Alumni, Moriah College staff members, and members of the Moriah family attended the second Israel Reunion held at the Beit Shmuel Theatre in Jerusalem. The reunion brought together Moriah College Alumni, now living in Israel, spanning nineteen (19) different year groups ranging from 1962 to 2013. Guests of honour included former College Principal Lionel Link, and Joan Fisher, the wife of the late Sam Fisher AM, who was a former Life Patron of Moriah College and instrumental in the establishment of the College.

Alumni were treated to a concert performance by the Moriah College Tour Band/Orchestra, with accompanying parents, Israeli family members and friends of the group swelling the audience to more than 400. Former Collegians were captivated by the group's talent and professional level of performance, and rewarded the touring students with sustained standing ovations. More than 90 Year 10 Israel Study Tour (IST) students also attended the event, further demonstrating to the Israeli Alumni, the importance that Zionism plays in the experiential programs offered to current Moriah students.

David Hersh (from the class of 1976) wrote fondly of the event:

*'It's now 38 years since I graduated from Moriah, and 31 years since I made Aliyah. The opportunity to get together with other Aussies living in Israel as well as the chance to reminisce about our time at Moriah, made a great combination. Friends from all over Israel came together to meet up with old classmates and others of the Moriah family and for a few short hours we had the opportunity to relive some of our wonderful memories. The opportunity to watch and hear the Moriah Tour Band/Orchestra play was a real treat!'*

Dean of Jewish Life & Learning, Rabbi Benji Levy (Class of 2003), and Director of Music, Roberta Goot, welcomed Alumni. College Principal, John Hamey, gave a video address and focused on the connection between former and current Moriah students and their shared love for the State of Israel.

### OTHER REUNIONS

During 2014 reunions were held for more than 160 former Collegians spanning 50, 30, 20 and 10 years since attending Moriah College.

The Class of 1970 met to celebrate 50 years since they were together in Year 6. Alumni from California, Melbourne and Sydney met in the Harold Nagley Heritage Centre where Curator, Helena Robinson, hosted a wonderful tour and provided Alumni with the opportunity to reminisce over many photos from their time at Moriah. The reunion was attended by the College's first School Captains, Pearl (Enoch) Blasina and Robert Lebovits. For the majority of the Alumni this was the first time they had visited the Queens Park Campus. Robert Lebovits, commented that this was the first time in 44 years that he had seen the Captains' board, his name being the first one on the board.

*Thank you so very much for the warm welcome and hospitality for a .... reunion gathering. I was amazed at the beautiful Heritage Centre and very impressed at the quality of archives that were showcased. The childhood memories spent at Moriah College has carried with me all my life, the Jewish traditions and learning were the cornerstone of my Judaic learning. I have always had high regards for Moriah in the past, and now I am deeply honoured that I am an Alumni of this fine institution. The tour of the 'new' campus confirmed with me and the rest of our classmates attending that the future of Sydney's Jewish education is in very capable hands - thank you Moriah College!*

#### Malka Adrienne Kutner, 6th Grade in 1964

The Class of 1984 also held its 30 year reunion at the College. The reunion dinner was held in The Railea Moss Primary School Assembly Hall. Alumni enjoyed connecting with their former classmates who live in Australia and those living in Israel, via an online Skype session. The evening was enjoyed by all who attended.

The Class of 1994 celebrated its 20 year reunion, at which many Alumni came together to share their memories of their time at the College.

The Class of 2004 held its 10 year reunion. The reunion was attended by 55 past students and several teachers, and was held on the Queens Park Campus, which was for many of the Alumni, the first time back on campus since their graduation. The reunion included a tour of the Harold Nagley Heritage Centre followed by an afternoon tea in the Biggs Family Cafeteria.

## CONNECTING WITH ALUMNI

The Moriah Alumni Association website [www.moriahcollegealumni.com.au](http://www.moriahcollegealumni.com.au) continued to be accessed by more than 1,800 Alumni all over the world - keeping Alumni connected with each other and maintaining their relationship with the College.

During 2014 both Facebook and LinkedIn groups were created specifically to meet the needs and interests of Alumni. Many Alumni have commented that the closed Facebook group has been a great tool for keeping connected and enabling timely sharing of personal information, photos, news and achievements. The Facebook group has over 500 Alumni members. LinkedIn was set up to provide good business connections for Alumni no matter where they are in the world, and to help foster and develop relationships across generations and year groups.

An online newsletter was sent to over 2,500 Alumni and the College's Contact magazine, which featured news and information about Alumni, was mailed to over 3,000 Alumni. The annual Moriah College Calendar once again proved to be an effective and useful communication tool and provided opportunities for Alumni to promote their businesses to members of the Moriah family.

## SUPPORTING CURRENT STUDENTS

Eighteen highly regarded speakers, many of whom are Alumni, from a wide variety of occupations and careers, presented to Year 11 students at the annual BIZNET – Career Information Sessions. This program provides the opportunity for Alumni and students to connect, with students learning first hand from Alumni about different career opportunities. Importantly, it also provides Alumni with a great way to share their experience with students and retain their connection with the College.

Some of the student comments included:

*"I thought that she was the most informative and educational speaker of the day."*

*"Very engaging and interesting."*

*"I was very interested about what he was telling us about his current job working on the construction of Darling Harbour."*

*"The speaker was excellent and covered all aspects of what we needed to know."*

During the year, other Alumni shared their expertise with many students in various year groups. Financier and Social Entrepreneur, Jeremy Balkin (Class of 2001), discussed his career achievements and philosophies with Year 11 Business Studies students. Nikki Green (Class of 1983) shared her creative expertise as the Artist in Residence for the Year 11 Visual Arts students. Ben Levi (Class of 2000) facilitated an App Development Workshop for the Year 9 and 10 Information and Software Technology students.

## ACKNOWLEDGEMENTS

Many Alumni and Moriah staff members were saddened by the 2012 loss of Edith Hausmann, who was the College Librarian for 28 years. One Alumni remembered her time in the library as "My haven, the amount of time spent in the library was just fabulous". During May, Edith's family paid tribute to her devotion and dedication to the students by unveiling a plaque in her honour in the Brender Moss Library.

Thanks are extended to David Hersh (Class of 1976) for his continued support of the Alumni Association and for his assistance with the Israel reunion. The Association also thanks the College Principal, John Hamey and the College Executive. Special thanks are extended to Simon Wilkenfeld, as President of the Alumni Association, for his continued support and guidance.

**Karen Shagrin**  
Alumni Relations Officer  
On behalf of Yedid Alumni



# Our Future

## The Moriah Foundation Report



**Brian Schwartz AM**  
Chairman



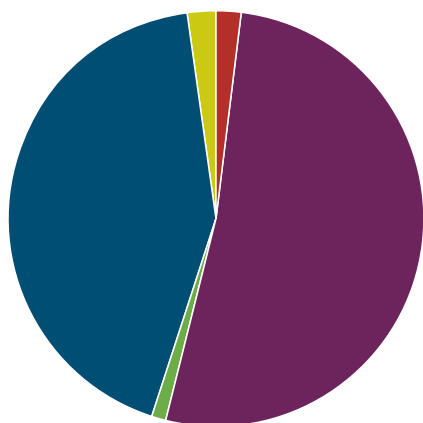
**Judy Lowy**  
President



**Joseph Herschel**  
Foundation Director

The Moriah Foundation is proud to report that following its establishment in 2011, it has again enjoyed rewarding achievements and strong growth during 2014. During 2014, the Foundation continued to collect funds for the 2011 Capital Appeal, and raise funds for the Bursary Program, the Israel Study Tour program, other co-curricular activities and general financial assistance to the College. The amount pledged and received during 2014 was \$3.430M (+\$1,951M on 2013). The Foundation adopts a range of fundraising programs to achieve these goals.

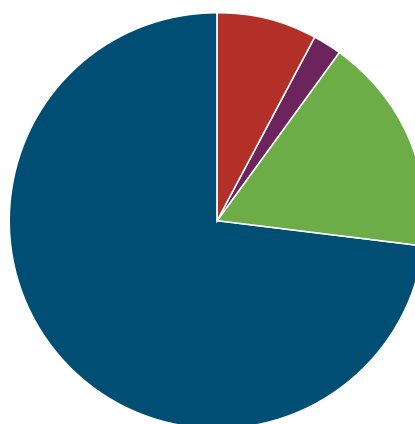
### Pledges and donations received - 2014



- Bequests (2%)
- 2011 Capital Appeal (52%)
- Corporate and business (1%)
- Major gifts and foundations (43%)
- Other donations and events (2%)

The focus of the Foundation has been the issue of affordability of a Moriah education for as many children as possible, as well as enabling as many Year 10 students as possible, the opportunity to participate in the Israel Study Tour (IST). Many of our generous donors have shown their support of these programs by funding means-tested bursaries for students whose families are unable to afford a Moriah education, as well as funding subsidies for students who could not otherwise afford to take part in the life changing experience of IST. The Foundation has also expanded its support during 2014 to provide funding towards co-curricular activities, including the music and arts programs and the Mikolot public speaking competition.

### Funds granted - 2014



- Bursaries, scholarships and prizes (8%)
- Co-curricular activities (2%)
- Israel Study Tour (17%)
- Purchase of land (73%)





## IST SUBSIDIES AND LOANS



In 2014, The Moriah Foundation raised sufficient funds from both local donors as well as The Jewish Agency to enable the overall cost of IST to be reduced for all participants. Families who could afford the full cost of the IST program were asked not to take the subsidy, while families who still found the cost of IST challenging, were also able to apply for an additional means-tested subsidy or an interest free loan, both of which were facilitated by The Moriah Foundation. Of the Moriah students who participated in IST 2014:

- Paid full fee (no subsidy / loan)      20%
- Accessed the subsidy                      70%
- Interest-free loan                            10%

Now in its 30th year, the IST program has grown from just 13 students in 1984 to an unprecedented number of 91 Moriah students taking part in the 2014 IST. Since The Moriah Foundation commenced supporting this program in 2012, the number of students participating has increased by 68%. The emotions expressed by one student, upon seeing the Kotel for the first time, sums up the life changing experience afforded to the Year 10 students.

*"Blindfolded at the gates of the Old City, the Jerusalem Stone of the walls glistened even in the darkness. Arm in arm - those for whom this was their first time at the Kotel and those who'd been before - we moved down the countless stairs towards the Kotel. An air of excitement and anticipation built with each step we took. The knowledge that the moment our eyes would open, we would be standing at the foot of the holiest spot in the world was overwhelming. Standing there awaiting the revelation of the Kotel, I reminded myself that I was not standing there alone. Not because I was surround by some 100 friends, teachers and madrichim, but because I, much like everyone else on IST, stood there representing all those millions who would forever rest in*

*Poland and never breathe the sweet Jerusalem air. Our presence in the Jewish homeland is ... our declaration and promise that we will forever work to see Am Yisrael Chai.*

*Words cannot capture the spirit of the moment in seeing, approaching, feeling and praying at the Kotel for the first time. For a short while it seemed to me that time stood still, a moment that will forever linger in my heart and mind. Oh what it is to be in our place and in our eternal home. What it is to be in Eretz Yisrael!"*

The following donors have supported the 2014 Israel Study Tour:

- Anonymous
- Education Heritage Foundation
- The Lowy Foundation
- The Jewish Agency
- Anthony and Andie Halas
- David and Angelique Lazarus
- Jamie and Amber Schwarz in honour of Lotte Weiss
- Owen and Andy Nathan
- The Schwartz Family

## BURSARIES

2014 marked the inaugural year of The Moriah Foundation Bursary Program whereby the first bursary recipients, from funds raised in 2013, begin their schooling and flourished at Moriah. One of the most pleasing achievements of the Foundation during 2014 was the granting of bursaries to the families of thirteen children who, until then, only dreamed of sending their children to Moriah College. Through the extraordinary generosity of our donors, The Moriah Foundation provided these families with full or partial bursaries, dependent on their own financial circumstances. The support provided has ranged from bursaries for three years to up to thirteen years of practical financial assistance. Our members and donors have provided invaluable support of this growing program that educates students who otherwise would not be able to afford a Moriah education.

The Foundation has continued to attract funds for its bursary program for students commencing in 2015 and it is expected

that at least six children will benefit from either a full or partial bursary thanks to the generosity of our supporters.

Several generous donors have also raised funds for The Moriah Foundation Bursary Program, through a Simcha 'donations in lieu of gifts' scheme; and in 2015 we expect to expand this option, especially for children celebrating their Bat or Bar Mitzvah.

In addition to this support, the College Principal's Tzedakah Fund was established with the support of an anonymous donor and supplemented by other donations. This fund covers the ancillary costs for those children in the College who are receiving financial assistance for school fees, such as camp levies, musical instruments and other incidentals not covered by school fees.

Due to the outstanding generosity of our members and supporters, the following bursaries were received and allocated during 2013, 2014, 2015 and in the years ahead:

### **Bursaries awarded in 2014:**

- The Phil and Vivien Green Bursary for Year K – Year 12
- The Lynton Levin Memorial Bursaries for Primary School
- The Michael and Eleanora Triguboff Bursary for Primary School
- The Gutman Family Bursary in Memory of Isaac Gutman for Primary School
- The Max Klein Memorial Bursary
- The Golda and Jacob Rusanow Memorial Bursaries for Primary School
- The Maister Family Bursary
- The Levy Foundation Bursaries
- The Moriah Foundation Full and Partial Bursaries for Primary School (Generously donated by anonymous donors)
- The Mt Zion Kindergarten Partial Bursaries for Primary School
- The Peter and Jenny Wohl Family in loving memory of Imre Wohl and Maureen Cohen

### **Bursaries received and to be allocated in 2015 and 2016:**

- The Owen and Andy Nathan Family Bursary in loving memory of Leon Nathan
- The Ervin and Lotte Vidor Bursary in loving memory of Mila and Kasriel Rosen
- Education Heritage Foundation
- The Blank Family Bursary
- The Cordell Family Bursary
- The Katz Family Bursary
- The Moriah Foundation Full and Partial Bursaries for Primary School (Generously donated by anonymous donors)

### **OTHER FUNDRAISING INITIATIVES**

During 2014, in partnership with the College, The Moriah Foundation warmly welcomed two corporate sponsors, the Commonwealth Bank and Arnold Bloch Leibler, Lawyers and Advisers. Both sponsors have provided tangible and practical support that has assisted in the Foundation's establishment and its ongoing operations. Special thanks are extended to Joey Borensztajn from Arnold Bloch Leibler and his team in Melbourne, and Andrew Silberberg in Sydney. The Commonwealth Bank provided a range of support during 2014, including venues, guest speakers and access to professional services. The Foundation thanks Ian Narev, the Managing Director and CEO of the Commonwealth Bank and his team, including Adrian Hondros, Michael Cant and Yvette Flynn for their ongoing support.

A growing number of philanthropic trusts and foundations provided grants to support specific projects and general support in 2014. In particular, we thank the Trustees of the Abraham and Hake Rabinovitch Trust. This Trust, established by the College's founder and his wife, has sustained the College for over fifty years and is a shining example of the foresight and enduring legacy of their vision for Moriah and the generations of students that have passed through its gates. In 2014, additional gifts were received from the Estates of the Late Norman Lapin, Addy Fisher and Hans Lewin – who also shared in the College's long-term vision. We are eternally grateful for their support.

We thank those donors who have been inspired to support various initiatives of the College, including arts and music programs and the Mikolot public speaking competition, by making tax deductible donations via The Moriah Foundation. These donations assist in keeping school fees at an affordable level for all parents and provide an opportunity for donors to follow their passions through tax effective giving.



## The following donations were received during 2014:

### Bequests

- Estate of the Late Norman Lapin
- Estate of the Late Addy Fisher
- Estate of the Late Hans Lewin

### General donations

- Arnold Abeshouse
- A W Edwards Pty Limited

### Trusts and Foundations

- Abraham and Hake Rabinovitch Trust
- The Tzedaka Foundation
- The William Rubensohn Foundation
- Music and Opera Singers Trust

### Simcha donations in lieu of gifts

- Anonymous
- Shirley Lowy OAM & Frank Lowy AC
- Elliott Rusanow
- Lotte Weiss

### Donations in support of music and arts programs

- Anonymous
- Margaret Gutman OAM
- The Breuer Family in memory of Eva Breuer
- Steven Lowy AM & Judy Lowy
- Eva Fischl OAM
- Ian & Michelle Fischl

## EVENTS

In addition to raising much needed funds, the Foundation provided opportunities for its members to come together throughout the year at a variety of events.

The Annual Foundation Members' Cocktail Party held in September 2014 was attended by over 150 people, and was addressed by Ian Narev, the Managing Director and CEO of the Commonwealth Bank, who personally spoke about his Zionism, and the impact of technology and its role in education. He spoke about his time in Israel on a kibbutz and reflected on his family's personal philanthropy and how important he feels it is to provide financial support to those who can least afford an independent school education.

Special events included an annual lunch at the Lowy Institute for International Policy where Israeli author and columnist, Ari Shavit delivered the keynote address, and the annual private viewing of the Archibald Prize at the Art Gallery of NSW.

Other events included:

- A breakfast with CEO of the Football Federation of Australia, David Gallop, and Head Coach of the Socceroos, Ange Postecoglou, immediately prior to the Socceroos' departure to compete in the 2014 FIFA World Cup in Brazil.

- An annual morning for members of the Grandparents Club with College Principal, John Hamey, and Dean of Jewish Life & Learning, Rabbi Benji Levy.
- Student Assemblies for:
  - Yom Hashoah, addressed by Frank Lowy AC, Patron of The Moriah Foundation
  - Rosh Hashanah, held in conjunction with the finals of the Mikolot public speaking competition

The Foundation will continue to host interesting and stimulating events for its members in 2015.

## GRANDPARENTS CLUB

In 2014, our Grandparents Club continued to achieve strong growth, with membership levels increasing by over 30% on 2013. The Grandparents Club was launched by the Foundation in 2012 and it provides opportunities for this valued group of the Moriah Family to come together to enjoy various speakers, events and interactive opportunities with our students. An inaugural survey of members of the Grandparents Club was completed during 2014, and it has helped to identify potential volunteers to support the College's activities and to inform the future direction of activities. Grandparent and Special Visitor days were held with various Primary School year groups and in all Early Learning Centres during 2014.



## ACKNOWLEDGEMENTS

We would like to express our appreciation to the Foundation Board, Cheryl Bart AO, Jeremy Dunkel, Bruce Fink, Ian Fischl, Giora Friede, Robert Gavshon, Stephen Jankelowitz, Tony Ryba, John Weiss and John Hamey (ex-officio member) for giving much of their time and energy as Board members, to achieve the ambitions and goals of The Moriah Foundation. Thanks are extended to Shelana Silver, the inaugural Foundation Director, who chose to pursue other opportunities in early 2014. Her groundwork has enabled the Foundation to continue to grow.

We also thank the College Principal, John Hamey and the College Executive. Special thanks are extended to Dean of Jewish Life & Learning, Rabbi Benji Levy, for delivering moving Divrei Torah at many Foundation events during 2014.

We would like to conclude by sincerely thanking all our generous donors and all Foundation members for their support, which allows the College to move forward into the future, contributing to the financial security, and therefore the sustainability of Moriah College.

**Brian Schwartz AM**  
Chairman

**Judy Lowy**  
President

**Joseph Herschel**  
Foundation Director

## List of Foundation Members

<b>Foundation Patron</b>	LOWY	Frank AC	
<b>Foundation Life Trustees</b>	LOWY	Frank AC and Shirley OAM	
	LOWY	David AM and Margo	
	LOWY	Steven AM and Judy	
<b>Foundation Trustees</b>	JOHN HAMMOND TRUST		
	FINK	Bruce and Lauren	
	MOSS	Sam and Agi	
	MOSS	Steven and Carol	
	TRIGUBOFF	Harry AO and Rhonda	
	VIDOR	Ervin AM and Lottie	
	WEINBERG	Richard and SAUNDERS-WEINBERG Monica	
	<b>Foundation Founders</b>	ABRAHAM AND HAKE RABINOVITCH TRUST	
ANONYMOUS FOUNDATION FOUNDERS			
BASSERABIE		Mervyn and Lorraine	
KATZ		Ervin and Judith	
LANDERER		John CBE AM and Michelle	
LEVY		Geoffrey AO and Debbie	
LEWIS		Peter and Dr Liliane	
MALEK		Ron and Michelle	
PHILLIPS		Millie	
REID		Jeremy and Tammi	
ROTH		Stanley AM and Charmaine	
SPYRIDES		Avi and Ariella	
VIDOR		Allan and Sharon	
VIDOR		Gary	
WILKENFELD		Simon and Michal	
<b>Foundation Benefactors</b>		BALKIN	Michael and Tamar
		BALKIN	Muriel
		BALKIN	Richard and Naomi
		BERMEISTER	Kevin and Beverley
		BERSON	Bernard and Lynne
		BIGGS	Martin and Genia
	BLANK	Vaughan and Jacqueline	
	BLUMBERG	Derek and Bambi	
	BOYARSKY	Family	
	CARR	Dale and Natalie	
	CARR	Marc and Leanne	
	CORDELL	Stephen and Marilyn	
	EDUCATION HERITAGE FOUNDATION		
	FUCHS	Cedric and Esther	
	FUCHS	David and Ariane	
	GAVSHON	Robert and Jennifer	
	GOLDBERG	Danny and Lisa	
	GOLDBERG	Dr David	
	GOLDBERG	Dr Jerome and Kathy	
	GOLDSCHMIDT	Bradley	
	GREEN	Phillip and Vivien	
	GUTMAN	Michael OBE and Karen	
	HENDLER	Gary and Sharon	
	IVANY	Peter AM and Sharon	
	KAYE	Roger and Judy	
	KLEIN	Jacob and Debra	
	LAZARUS	David and Angelique	

## List of Foundation Members

### Foundation Benefactors continued

LONSTEIN	Darron and Wendy
MAGID	Robert and Ruth
MAISTER	Family
MIDALIA	Neil and Karen
NATHAN	Owen and Andrea
NAUMBURGER	Ingrid and the late Max
NAUMBURGER	Rodney and Sharon
ROCK	Dorryce
ROSENBERG	Lance and Julie
SHAND	Gregory and Kathy
SHEIN	Jonathan and Dr Michelle
SMORGON	Barry OAM and Sandra
SOLOMON	Shirley and the late David
TAIBEL	Daniel and Dannielle
TRIGUBOFF	Michael and Eleonora

### Foundation Fellows

ARNOLD BLOCH LEIBLER	
BINETTER	Dr Ronald and Deborah
BORDER	Family
BURGER	Families
COMMONWEALTH BANK	
FISCHL	Families
FRIEDE	Giora and Ilana
GOULBURN	Daniel and the late Rochelle
GREEN	Stephen and Sharon
HAUSER	Jeffrey and Susan
KIRSH	George and Isabel
LEDERER	Paul and Eva
LEVIN	Gary and Roz
LINZ	Allen and Alexandra
PERLSTEIN	Gary and Marnie
PHILLIPS	Robert and Judy
RYBA	Tony and Nicky
SCHNEIDER	Mark and Ariane
SCHWARTZ	Brian AM and Arlene
SHER	Steven and Jodi
SIMONS	Robert OAM and Anita
STAUB	Phil and VIDOR Jackie
THE JEWISH AGENCY	
WHITMONT	Norton and Stephanie
WHYTE	Robert
WOHL	Peter and Jennifer
WOLANSKI	Phillip AM and Suzy
YESNER	Malcolm and Jody
ZWI	Paul and Tammy

### Foundation Members

ANONYMOUS FOUNDATION MEMBERS	
BART	Fred and Cheryl AO
BLAU	Robbie and Lauren
BLOOM	Mark and Sharon
BREUER	Antony and Jodie
BREUER	Tommy AM
CLEMINSON	David and Chantel
CURTIS	Thomas and Danielle
ENDE	Dr David and Tara

## List of Foundation Members

### Foundation Members continued

GLICK	Michael and Debbie
GLUCKMAN	Mark and Jo
HALAS	Anthony and Andrea
HENDLER	Michael and KENNEDY-HENDLER Alana
JANKLOWITZ	Stephen and Brenda
KALISH	Lance and Loren
KAM	Garry and Benita
KARNEY	Andre and Lindy
KLIMT	Simon and Julie
KRECKLENBERG	Rolf and Bardine
LEVIN	Elza
LEVIN	Jules and Lisa
MELAMED	Earl and Heidi
MORRIS	David and Dr Suzanne
MOUNT ZION WAR MEMORIAL BUILDING TRUST	
NURICK	Matthew and Averil
REICHMAN	Barry and Glenda
REICHMAN	Peter and Nicole
ROSENBERG	Anton and Sharron
ROTHNER	Michael and Lisa
RUBENSTEIN	Jeffrey
RUSANOW	Elliott and Tammy
SCHWARZ	Jamie and Amber
SEDER	Michael and Kim
SEIDMAN	Steve and Michelle
SILBERBERG	Andrew and KATZ Michelle
SIMONS	Philip
SMITH	Gary and Lauren
SOLOMONS	David and Audrey
SOLSKY	David and Terri
SYMONDS	Morris and Family
WEISS	Dr Gary
WEISS	John and Thea
WILKENFELD	Betty and the late Gershon





**Brenda Jankelowitz**  
Director of Enrolments and Development

# Our Future

## Development Office Report

### ENROLMENTS

The planned tours, open days and information sessions in 2014 ensured that all prospective families were given the opportunity to visit the College prior to acceptance of places. These proactive and serviced based enrolment strategies have once again resulted in an increase of enrolments across many year groups.

The number of classes for Year K increased from three in 2013 to four in 2014, Year 7 enrolments were sustained and the Early Learning Centres were full to capacity from the start of the year.

The 2014 Bursary Campaign, supported by the Enrolments Department resulted in 13 bursaries being awarded to students in Years K-3, six of the Bursary recipients being new students to the College.

The Moriah Music Scholarship was launched in September 2014. There were 13 applications, three from public schools.

A number of enrolment processes were introduced to support the accessing of relevant and accurate information from the database. In addition many initiatives were introduced ensuring that future enrolment processes support future parents, students and staff.

### CHARACTERISTICS OF THE STUDENT BODY

Within the ethos of a modern Orthodox Jewish Day School, Moriah College attracts a wide range of students – from the traditional to the very observant. Whilst predominantly Australian, many students are first generation Australian with parents from South Africa, Russia, Israel, America and the UK. In addition, many students are immigrants from those countries.

The diversity of the student body has enriched the College and the experience of all its pupils. Students learn from each other, respect differences and honour their shared Jewish Identity.

The College has a total number of full time enrolments Year K-12 of approximately 1483 students with a close ratio of boys to girls; 746 boys and 737 girls.

Within our student body, 90% of students have English as their first language with the balance of 10% speaking Hebrew or Russian.

Including the Moriah College Early Learning Centres; in 2014 the College had 1697 students (Early Learning - Year 12); the number of girls 855 and boys 842.

Further information regarding the school context that is publicly available, including student background, school staff, enrolments, senior secondary outcomes and VET can be

found at the My School Website [www.myschool.edu.au](http://www.myschool.edu.au) or the College website [www.moriah.nsw.edu.au](http://www.moriah.nsw.edu.au)

### COMMUNICATIONS AND PUBLIC RELATIONS

In 2014, College continued to engage resources in communicating with stakeholders through the weekly newsletter, eLY, email communication and printed publications.

The two areas of new focus were our use of social media and an emphasis on re-inventing Contact Magazine including finding ways to reduce the cost of production and distribution of the magazine.

Recognising the myriad opportunities for communication and public relations through social media, Moriah launched an official presence on Facebook in Term 2, 2014.

It was decided to create a 'closed' Facebook group, rather than an 'open' page, in order to satisfy privacy and security concerns. Current parents, future parents, past students, staff members, Foundation members, Grandparents Club members, and current students in Years 11 and 12 were invited to become members of the group.

The success of this was immediate, with more than 1000 members joining by the end of the year. The College posts on this Facebook Group at least three times a week and more often daily, showcasing a wide range of activities, events and successes from ELC to Year 12. Membership of this group increases daily.

The Moriah Contact Magazine was re-invented in 2014, with the first 'new-look' issue distributed in Term 3, 2104. The engagement of a new graphic designer has given the magazine a fresh, modern approach and the feedback on the new design has been extremely positive. A greater focus has been placed on feature articles that highlight new initiatives at the College.

We also engaged the services of a new printer, Penrith Art Printing Works, who also operates as a Mailing House. The discovery of the 'print post' system for mailing through Australia Post and the subsequent registration of Contact Magazine as a 'print post' item, together with the reduced costs of the new designer, printer and associated mailing house services have significantly reduced the cost of producing and mailing Contact Magazine.

Recognising the enormous PR value of the magazine and enjoying this reduced overall cost, together with the understanding that the Past Student database has been

significantly updated, we decided to re-commence the distribution of the magazine to past students. We will be looking at further opportunities for the use of Contact Magazine as a PR tool amongst members of the wider community.

## HAROLD NAGLEY MORIAH HERITAGE CENTRE

### Staffing: Curator, 8hrs per week

The Moriah Heritage Centre was established to collect; preserve and display objects, documents and multimedia related to the history of Moriah College in a format that supports interactive access by students as well as the wider school community.

### Major project

With the goal of expanding and enriching students' understanding of the history of the College, curator Helena Robinson worked together with teaching staff to develop and deliver a series of curriculum-linked class programs to over 600 students across the Primary School and Year 9. The programs were designed to integrate aspects of the history of the school with HSIE units across six year groups.

### Exhibitions, presentations and collection management

- The curator supported the P&F staging its bi-annual Artbeat exhibition and art competition.
- The Heritage Centre was used to host a number of Moriah alumni reunions and included a short curatorial presentation focussing on historical topics of interest relevant to each group.
- The curator organised the production of a new set of College honour boards for High School reception (updates will continue as normal).
- Cataloguing of new objects into the collection, including photographs, audiovisual materials and memorabilia, was ongoing.

### Archives and Records

A number of projects were undertaken in the Archives and Records Office during 2014.

### Records Management Projects

In the third term of 2014 a project was undertaken together with members of the IT Department and Manager of Compliance to examine the management of student medical records in the College. This included all records containing medical information such as camp planning documents, excursion permission notes, school clinic records, absentee records and initial applications to the College. The project involved a detailed analysis of the creation points, collection and movement of records and the inter-relationships between electronic data and paper documents. Issues of compliance and legal retention and the disposal of records were also examined. A report was produced which documented the findings and included suggestions for streamlining processes. This report was delivered to the College Executive in September 2014.

The project methodology will be used in future projects to examine recordkeeping in other functional areas of the College.

The complex listings of records retained in off-site storage were consolidated and disposal dates applied to all boxes. A large number of records were authorised for destruction in 2014.

A large number of boxes of administrative records from various departments in the College were sent to the Archive/Records office. The contents of these boxes have been listed and the boxes prepared for off-site storage.

### Archival Projects

Following on from the project to re-organise the College's digital photograph collection into subject categories which was completed in 2013, the Archive has engaged a company to undertake the digitisation of the College's photograph albums. To date approximately half of the albums have been scanned. The digital images from the albums have been added to the College's photographic archive database.

For the first time Moriah College hosted the third meeting of the Special Interest Group of School Archivists of the Australian Society of Archivists. Some 22 Archivists from private schools in Sydney and Wollongong attended. The Moriah College Archivist spoke about the medical records project. Other speakers included Ben Mercer from the software designers of Ancetsry.com and the David Roberts, the Archivist from Newington College, discussed how to build a database detailing the activities and accomplishments of past students

Work continued on cataloguing the archival collection and recording the details in collection management database - Archive Manager. There are now some 65 series listed in the collection. The physical storage of the archives has been re-organised to reflect the catalogued series.

During 2014, the Archives and Records Office responded to many regular requests for student records and historical information.

**Brenda Jankelowitz**  
Director of Marketing and Enrolments







**Joey Fridman**  
Treasurer

# Our Finances

## Treasurer's Report

It is my privilege to present my first Treasurer's report for the year ended 31 December 2014.

### 31 DECEMBER 2014 RESULTS

This Annual Report incorporates the consolidated financial results for the year ended 31 December 2014 for Moriah War Memorial College Association and its controlled entities, as defined under new AASB10 *Consolidated Financial Statements*, applicable to not-for-profit entities annual reporting periods beginning on or after 1 January 2014. In prior years, the College presented amalgamated accounts to give an overall financial picture of the College and its related entities. A change in accounting standards and industry practice means that the College is now required to provide consolidated accounts.

The consolidated financial report includes the various entities that are responsible for the operations, assets and liabilities of the College.

The Moriah War Memorial College Association and the Moriah War Memorial Jewish College Association Limited are responsible for the operation of schools at Queens Park and at the Moriah College's Early Learning Centres comprising the John I Einfeld AM Campus at Randwick, the Shya Redelman Campus at Bondi, and the Saunders Family Campus at Rose Bay; as well as the Simons-Redelman Campus Early Childhood Centre at Rose Bay. These two financial entities relate respectively to the General Studies and Jewish Studies programs offered at these schools. There is an appropriate allocation of actual income and expenses between these two entities in line with prior years.

The Moriah College Building Fund and Moriah War Memorial Fund are the owners of the land and buildings of the Queens Park Campus, together with most of the College's other property assets, and corresponding liabilities.

For the financial year ended 31 December 2014, the College and its controlled entities reported a consolidated deficit of \$1.101m (2013: \$1.775m surplus). This result is achieved on a total revenue base of \$46.185m (2013: \$44.396m), with total operating revenue of \$46.082m (2013: \$42.841m). The difference in operating revenue relates to capital grants and non operating income received in 2014 of \$0.103m (2013: \$1.555m).

From a true operating perspective the College incurred a deficit of \$1.210m for the year ended 31 December 2014 (2013: \$0.066m deficit). This result excludes non-operating income of \$0.037m (2013: \$1.414m), which has been disclosed as income

in the Annual Report in accordance with Australian Accounting Standards applicable to 'Not for Profit' organisations.

The 2014 operating deficit includes non-recurring costs of approximately \$0.680m relating to the restructure and implementation of the College's new strategic vision including a new leadership structure. In addition to the numerous strategic and other qualitative benefits, these one-off restructure costs have resulted in annual like-for-like cost benefits in the order of \$0.450m going forward.

The 2014 results were also impacted by a larger than usual increase in the required bad debt provision against the backdrop of increased financial pressures facing a growing number of our parents. The total bad debt charge for the 2014 financial year was \$0.589m (2013: \$0.275m). Going forward every effort will be made to manage bad debts below the 2014 levels (refer Financial Assistance & Debtors section below).

Results for the 2014 financial year also include donations of \$0.372m. The College would like to gratefully acknowledge receipt of a nett bequest of \$0.216m from the Estate of the Late Abraham Rabinovitch (included under "donations" in the Annual Report), and a donation of \$0.082m from The Sir Moses Montefiore Jewish Home (included under "sundry income" in the Annual Report).

As mentioned in last year's report, the College settled the purchase of the freehold property of the Queens Park Campus from the NSW State Property Authority in February 2014, and at the same time established an important new relationship with the Commonwealth Bank of Australia, who became the primary bankers and financiers to the College.

Whilst the property purchase was undoubtedly the right strategic and financial decision for the College over the longer term, as a result of this decision the College took on a significant liability to finance the purchase of the land, and with this came an ever increased responsibility to maintain prudent and stringent financial controls and disciplines in order to ensure that at all times we remain compliant with our obligations and covenants under our banking facilities, including amortisation and repayment obligations to be funded primarily from future capital appeals and to the extent possible from future operating surpluses.

At 31 December 2014, the consolidated balance sheet position of the College remains sound with total assets of \$85.318m and total interest bearing liabilities of \$31.669m. For the year ended 31 December 2014, at both the half-year

and the full-year, the College was in compliance with all our banking covenants.

Importantly, the net interest cost to the College on its debt is below the rent that would have been payable had the land not been acquired. We are cognisant of the importance to reduce this debt burden in coming years so that we can eventually be in a fortunate position to own our land unencumbered, and securing our future destiny.

## FINANCIAL ASSISTANCE & DEBTORS

During the 2014 financial year, financial assistance subsidies of school fees amounted to \$2.085m (2013: \$1.714m).

The core allocation for financial assistance from the Jewish Communal Appeal (JCA) to the College was \$0.841m and the total contribution was \$1.153m (2013: \$0.990m), including Special Needs contribution of \$0.158m, Public Relations and Representation Contribution of \$0.126m and contributions from the Women's Division collections and dollar-for-dollar in-school fund raising schemes.

The increasing demand for financial assistance is a true reflection of the financial pressures and difficulties that many parents and grandparents are facing when paying school fees. The 2014 cost to the College of over \$2m (before JCA allocation) is more than double the equivalent cost 5 years ago without a commensurate increase in overall school fees. Whilst there have been increased enrolments across certain year groups, overall enrolments have been declining in recent years following a general trend from the private to public school sector.

College debtors are inextricably linked to financial assistance, and controlling our debtors in a disciplined and compassionate manner remains a critical and ongoing challenge. Every effort is made to follow up on poor payers in a consistent and equitable manner with appropriate warnings and opportunities to enter payment plans and/or apply for financial assistance, where eligible. The monitoring and collection of payments takes up an inordinate amount of the College's resources. Any long outstanding debts place additional strain on the cash flows of the College and results in increased interest costs, which adversely impacts the financial results, and has a consequential impact on future fee increases.

Given the significance of the cost of financial assistance and debtors to the College, and the importance of managing these areas to ensure the future sustainability of the College, we have recently established a specially dedicated sub-committee of the finance and audit committee to review and evaluate the entire ambit of financial assistance, subsidies, discounts and other benefits provided by the College, with a view to implementing appropriate changes as soon as practicable to ensure a more sustainable financial model over the longer term. Any changes and outcomes will be implemented and managed in a carefully considered manner so as to ensure no unintended adverse consequences. We anticipate that some of these changes will be announced during the course of this year with a view to being implemented from the beginning of the 2016 school year, and with more changes to follow in coming years.

## CAPITAL GRANTS RECEIVED

We are pleased to report that in February 2015 the Commonwealth Minister for Justice, the Hon Michael Keenan MP, announced that the College had been awarded a grant

of \$1.040m payable over a 3 year period commencing in the 2015 financial year. This Grant will be used to enhance the security of the Queens Park campus and each of our Early Learning Centres. In addition, some of the funding will be used to enhance security at the Mt Zion Early Learning Centre which the College administers. We wish to acknowledge and thank the Community Security Group, the Australian Council of Jewish Schools and the various other stakeholders and members of our community who assisted in the development of our application.

## LOOKING FORWARD

Moriah students from Early Learning to High School are presented with privileged opportunities as a result of the provision of outstanding teaching and learning opportunities in well-managed and professionally-resourced environments.

The environment of opportunity requires a number of resources that are not necessarily found in other schools. In setting fees, we take into account the costs incurred in running a dual curriculum of secular and Jewish studies, the provision of Jewish Life experiences within and beyond the College, the provision of high quality, well maintained learning environments, and the need to keep current with our ICT infrastructure and software. Added to these costs are the needs of ensuring safety and security that are inherent in a Jewish day school. Whilst we are grateful for the grants that are received from Government and the community, which has enabled the enhancement of structural security, there are however, substantial costs for ongoing security presence and surveillance.

We are acutely aware of the pressures that the majority of our parents face in sending their children to the College, and we very much understand the significant sacrifices made by families that invest in a Moriah education for their children. With this in mind, we will continue to work hard to achieve operational efficiencies that will allow us to keep future fee increases as low as possible.

As a result of a rigorous budget process, we announced an average increase in school fees for the 2015 year of approximately 4.9% across the College (excluding Early Learning Centres). Whilst we know that any increase in fees places an additional burden on parents, we feel that this increase is reasonable when compared to other private and Jewish Day Schools, and the continuing increase in the cost of education. A significant portion of our cost structure, representing approximately 70 percent of total expenditure relates to the payment of salaries and wages to teaching and associated staff at the College.

## ACKNOWLEDGMENTS AND THANKS

I would like to thank and acknowledge the parents and grandparents of Moriah College, and all members of our school community, for your ongoing commitment and support to the College.

Moriah continues to be an extraordinary school, one that is driven by commitment, passion and dedication from all its stakeholders.

On behalf of the College, and the Moriah families for whom this support is so important, I wish to thank the JCA and many members of our community who contribute so generously. Thanks to this support, many children who otherwise would not have been afforded a Moriah education continue to benefit from this opportunity.

2014 has continued to be a busy and challenging year for the College's Finance Department who have all worked exceptionally hard during the course of the year. The College has always endeavoured to adopt a conservative approach to managing its finances, and I would like to thank Mr Sam Samuels, who retired as Head of Corporate Services in January 2015, for his diligent management of the College's finances. I would also like to acknowledge and thank Mr Gus Nosti, the College's Financial Controller and the entire finance and administration team, for their commitment and tireless efforts throughout the year.

Mr Sam Samuels was succeeded by Mr Trevor Johnson who joined the College in January 2015 as Chief Operating Officer, responsible for all aspects of finance, infrastructure, operations and administration. I would like to formally extend a warm welcome to Mr Johnson who has taken off to a flying start and is already making an invaluable contribution in his new role.

My role as Treasurer and Board member has been supported by Mrs Daisy Sultana, Executive Officer to the Board. Her proactivity, diligence and attention to detail are second to none and I would like to extend my sincere thanks to Daisy for this outstanding support.

It has been a privilege to work more closely in my capacity as Treasurer with Mr John Hamey, College Principal. Mr Hamey is doing an outstanding job and I look forward to continue working with Mr Hamey in the coming years, as the College, under his leadership continues to grow from strength to strength and embed itself as a foundation of educational excellence and backbone amongst the Sydney Jewish Community.

The College's financial affairs receive close attention from the Finance and Audit Committee (and related sub-committees), which maintains and oversees the College's financial

integrity, risk management and compliance frameworks. The College is fortunate to have a Finance and Audit Committee with a broad range of commercial and financial expertise and skills, delivered with a strong passion, commitment and enthusiasm in ensuring the future sustainability of the College. I would like to express my sincere appreciation to the members of this Committee for their dedication, support and hands-on approach in between busy day-jobs and personal schedules.

I gratefully acknowledge the assistance of Grant Thornton, who continue their role as the College's Auditors. Their level of professionalism and vigilance in carrying out this responsibility is greatly appreciated.

I would like to thank my fellow Board members for their continued support and confidence in me as Treasurer. In particular I would like to thank Mr Giora Friede, President of the College. Mr Friede's dedication to the College, coupled with his many years of service and experience, has fostered a stable and effective Board culture and environment. I would like to extend my thanks to Mr Friede and the entire Board, and I look forward to working with you all in the year ahead.

Finally, I wish to thank my family – my wife Miri and sons Jamie and Mikey, as well as my parents and in-laws, for their unconditional support and encouragement, which has afforded me the time and opportunity to serve on the Board and in my role as Treasurer.

**JOSEPH FRIDMAN**  
Treasurer



# Moriah War Memorial College Association and its controlled entities

**Consolidated financial report for the year ended 31 December 2014**

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# Responsible Entities' report

Your Responsible Entities' present their report on the Group for the financial year ended 31 December 2014. This report deals with the term Responsible Entities' and Directors interchangeably.

## Directors

The names of the directors in office at any time during or since the end of the year are:

Mr G Friede	Mr M Schneider ( <i>retired May 2014</i> )
Dr S Morris	Mr J Fridman
Ms M Sonnabend	Mrs L Ehrlich
Mr O Freedman	Mr A Gelman
Mr R Goot AM SC ( <i>resigned May 2014</i> )	Mr S Jankelowitz
Mrs J Lowy	Mr G Sher
Mrs T Solsky	Mr M Weininger
Mr S Wilkenfeld	

Directors have been in office since the start of the financial year to the date of this report, unless otherwise stated.

## Legal structure

The entity is incorporated under the Corporations Act 2001 and is an entity limited by guarantee. If the entity is wound up, the constitution states that each member is required to contribute a maximum of \$10 each towards meeting any outstanding obligations of the entity. At 31 December 2014 the collective liability of members was \$17,350 (2013: \$17,540).

## Principal Activities

The principal activities of the Group during the year were that of conducting a school and preschool.

## Short and long term objectives

Moriah College provides high quality secular and Jewish educational experiences, from the early childhood centre and Preschool to Year 12, across its Early Childhood Centre, three Early Learning Centres, Primary, Middle and High Schools, for the Jewish community.

The long-term objectives of Moriah College are based on sustainability and continuity. The College does this by building upon the traditions of the past to meet the expectations and aspirations of its key stakeholders – parents, students and the broader Jewish Community, through the development and growth of:

- A key partnership between the College and Parents that facilitates children being individually supported to achieve their best.
- Resilient and confident citizens and life-long learners who strive to achieve their personal best and feel secure with their Jewish identity.
- Community confidence that the College represents the values of the Jewish Community and develops future leaders of both the Jewish and broader Australian communities.

## Strategy for achieving these objectives

The College focuses on the following key elements in strategic planning to meet both its short and long term objectives.

1. **Excellence in teaching and learning** through the development and implementation of quality teaching & learning practices for the 21st century.
2. **Student growth and well-being** by creating an atmosphere where students can maximise their potential as students and citizens with regard to their natural abilities.
3. **Our Jewish ethos** by creating a Jewish Learning Experience that provides our students with opportunities to be informed, committed and respectful members of the Jewish community; with a positive Jewish identity; and to provide opportunities for religious practice to students across the full gamut of the Modern Orthodox spectrum.
4. **Parent and Community Partnership** through the development and implementation of effective communication strategies with key stakeholders, that promotes a culture of respect, trust and co-operation.
5. **Our Staff** through the recruitment and retention of engaged and committed staff who are supported by professional development and active participation in the Quality Teacher Development and Review program.  
We are actively seeking out and cultivating Jewish studies and Hebrew staff to ensure the maintenance of high quality Jewish education.
6. **Our Facilities and Learning Environment** by providing and maintaining well-resourced spaces to support collaborative Jewish and secular teaching & learning.  
Increasingly our learning environment is moving towards more widespread usage of technology and the need to provide on-line access to contemporary teaching and learning resources.
7. **Financial Performance** with a focus on long-term financial strength to ensure sustainability and affordability which are particularly relevant to the ideals of the College to provide community access to high quality Jewish and secular education.

## Measurement of performance, including key performance indicators

Our objectives are measured through a series of external reporting mechanisms to the NSW and Federal Governments in which we report against specific outcomes for targeted funding to meet the educational and resource needs of children with learning enhancement requirements; provide statistical data on financial, staffing and grant funding aspects, as well as specific programs such as the Digital Education Revolution (DER) and the Building the Education Revolution (BER) which provided funding to be expended against approved projects.

The College also provides information on its business operation to the Jewish Communal Appeal, as part of the annual submission process for allocation of additional funds to support the College providing financial assistance to families experiencing financial difficulties and for the support of special needs education to the growing population of children across the College, with diagnosed disabilities and learning support needs.

The College is also inspected on a regular basis by the NSW Board of Studies (BOS) to ensure compliance with the syllabus and operational requirements for educational delivery, leading to ongoing registration.

Educational performance is measured at a State and National level through the NSW School and Higher School Certificates and the NAPLAN tests for Years 3, 5, 7 and 9. These results are reported to the College and general community through College based communication channels and on the MySchool website developed by the Australian Curriculum Assessment and Reporting Authority (ACARA).

The College has developed a three year Strategic Plan which was implemented during 2012. This plan provides not only the detailed strategic initiatives around the seven areas of focus, but also detail metrics which provide additional performance measurement and reporting mechanisms.

## Operating results

The Group made a net loss for the year of \$1,100,821 (2013 profit: \$1,775,355). The net loss included non-operating revenue of \$103,346 (2013 \$1,555,137) and the net loss from operating activities was \$1,204,167 (2013 profit: \$220,218).

## Review of operations

A detailed review of the operations of the College is contained in the President's Report and the College Principal's Report, included in the full annual report.

## Significant changes in state of affairs

There were no significant changes in the state of affairs of the Group that occurred during the year.

## After balance date events

No matters or circumstances have arisen since the end of the year which significantly affected or may significantly affect the operation of the Group, the results of those operations, or the state of affairs of the Group in future years.

## Directors' Qualifications

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### **Giora Friede (President)**

Qualifications: B Econ Sc  
Board Member since 1999  
Honorary Secretary 2008 – May 2011  
Vice President May 2011- November 2012  
President since November 2012  
Director

### **Mark Schneider (Immediate Past President)**

Qualifications: B E (Hons), B Sc, ASIA.  
Board Member May 1994 – May 2014  
Honorary Secretary 1997 – 1998  
Honorary Treasurer 1998 – 2001  
Vice President 2001 – 2005  
President 2005 – 2008  
Immediate Past President 2008 – 2011  
President May 2011 (resigned October 2012)  
Immediate Past President November 2012 – May 2014 (retired)  
Investment Banker

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### **Suzanne Morris (Deputy President)**

Qualifications: PhD, UNSW;  
BSc (Psychology) Hons I,  
UNSW; BSc (Medicine), UNSW  
Board Member since May 2008  
Assistant Secretary June 2010 – May 2011  
Honorary Secretary May 2011 – May 2012  
Vice President May 2012 – May 2014  
Deputy President since May 2014  
University Lecturer

### **Joseph Fridman (Treasurer)**

Qualifications: B Com (Honours), Australian Chartered Accountant, MBA  
Board member since May 2011  
Treasurer since May 2014  
Chief Executive Officer

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### **Miri Sonnabend (Honorary Secretary)**

Qualifications: BA (Hons), LLB  
Board member since May 2012  
Assistant Secretary May 2013 – May 2014  
Honorary Secretary since May 2014  
Solicitor

### **Lauren Ehrlich (P&F President) since May 2012**

Qualifications: BA Visual Arts, SCAE Graduate Diploma Secondary  
Education, Syd  
Board Member May 2012 – May 2014

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### **Oliver Freedman**

Qualifications: BSc (Psych.), Hons and Masters of  
Applied Psychology  
Board member since May 2010  
Vice President May 2013 – May 2014  
Honorary Secretary May 2012 – May 2014  
Managing Director

### **Alex Gelman**

Qualifications: BCom MCom CPA MACS  
Board member since May 2011  
Technology Strategist | Partner

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### **Robert Goot AM SC**

Board Member 1984 – 1996  
Vice President 1986 – 1987  
President 1989 – 1996  
Immediate Past President 1996 - 1998  
Life Patron since 1998  
Trustee since 2002  
Board Member May 2012 – May 2014  
(resigned May 2014)  
Barrister and Senior Counsel

### **Stephen Jankelowitz**

Qualifications: B Com, CA  
Board Member since 2007  
Honorary Treasurer May 2008 – May 2014  
Chartered Accountant and Chief Executive Officer

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### **Judy Lowy**

Qualifications: BA (UNSW)  
Board Member since May 2008  
Foundation President since its inception  
Company Director

### **Gavin Sher**

Qualifications: B.Com, H Dip Acc, CA(SA)  
Board member since May 2012  
Group Accountant

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### **Terri Solsky**

Qualifications: B. Comm (UNSW)  
Board member since May 2011

### **Marc Weininger**

Qualifications: B.Com, M.Com, CFP  
Board member since May 2013  
Financial Planner / Own Business

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### **Simon Wilkenfeld**

Qualifications: BCom (UNSW)  
Major: Accounting, Finance and Systems  
Board member since May 2011  
Managing Director

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## Meetings of Directors

During the financial year, 15 meetings of directors were held. Attendances by each director during the year were as follows:

SCHEDULE OF ATTENDANCES AT MEETINGS DURING 2014		
BOARD MEETINGS		
NAME	ELIGIBLE TO ATTEND	ATTENDED
Friede, G	15	14
Schneider, M	4	2
Morris, S	15	12
Fridman, J	15	12
Sonnabend, M	15	13
Ehrlich, L	4	3
Freedman, O	15	10
Gelman, A	15	12
Goot AM, SC, R	4	2
Jankelowitz, S	15	12
Lowy, J	15	12
Sher, G	15	13
Solsky, T	15	12
Weininger, M	15	15
Wilkenfeld, S	15	11

### Environmental issues

The Group's operations are not regulated by any significant environmental regulation under a law of the Commonwealth or of a state or territory of Australia.

### Dividends

No dividends have been paid or will be paid. The Memorandum and Articles of Association do not permit any profits to be distributed by way of a dividend.

The following remuneration has been paid in aggregate to the key management personnel of the Group during the year.

Key Management Personnel Remuneration (Short-Term benefits)					
	Salary	Non-cash benefit	Superannuation	Termination	Total
	\$	\$	\$	\$	\$
<b>2014</b>	1,287,848	243,240	130,068	93,644	1,754,800
<b>2013</b>	1,651,593	60,000	133,940	-	1,845,533

Non-cash benefit relates to motor vehicles provided to key management personnel.



# Auditor's independence declaration

A copy of the auditor's independence declaration as required under section 60-40 of the Australian Charities and Not for Profit Commission Act 2012 is set out on page 74.

Signed in accordance with a resolution of the Board of Directors, 28 April 2015:

  
G. FRIEDE  
President

  
J. FRIDMAN  
Treasurer



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Sydney NSW 2000

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Locked Bag Q800  
QVB Post Office  
Sydney NSW 1230

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E [info.nsw@au.gt.com](mailto:info.nsw@au.gt.com)  
W [www.grantthornton.com.au](http://www.grantthornton.com.au)

**Auditor's Independence Declaration  
To the Directors of Moriah War Memorial College Association**

In accordance with the requirements of section 60-40 of the Australian Charities and Not-for-Profit Commission Act 2012, as lead auditor for the audit of Moriah War Memorial College Association for the year ended 31 December 2014, I declare that, to the best of my knowledge and belief, there have been no contraventions of any applicable code of professional conduct in relation to the audit.

A handwritten signature in blue ink that reads "Grant Thornton".

GRANT THORNTON AUDIT PTY LTD  
Chartered Accountants

A handwritten signature in blue ink that reads "A J Archer".

A J Archer  
Partner - Audit & Assurance

Sydney, 28 April 2015

Grant Thornton Audit Pty Ltd ACN 130 913 594  
a subsidiary or related entity of Grant Thornton Australia Ltd ABN 41 127 556 389

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# Statement of profit and loss and other comprehensive income

For the year ended 31 December 2014

	Note	2014 \$	2013 \$
Revenue from operating activities	3	46,081,591	42,841,319
Revenue from non-operating activities	3	103,346	1,555,137
<b>Total revenue</b>		<b>46,184,937</b>	<b>44,396,456</b>
Employee benefit expense (teaching staff)		(22,410,295)	(20,609,120)
Employee benefit expense (non-teaching staff)		(5,336,502)	(4,539,587)
Expenses & materials		(4,069,195)	(3,142,201)
Staff expenses		(3,413,153)	(2,917,384)
Financial costs		(217,971)	(247,215)
Interest		(1,900,328)	(1,931,015)
Borrowing costs		-	(109,368)
Depreciation expense		(3,403,489)	(3,275,378)
Amortisation expense		(14,865)	(115,442)
Building & grounds expense		(3,131,343)	(2,930,279)
Preschool rent		(251,497)	(256,272)
Other expenses		(3,137,120)	(2,547,840)
<b>Total expenses</b>		<b>(47,285,758)</b>	<b>(42,621,101)</b>
(Loss)/ Profit from operating activities		(1,204,167)	220,218
Profit from non-operating activities		103,346	1,555,137
<b>(Loss)/profit for the year</b>		<b>(1,100,821)</b>	<b>1,775,355</b>
Other comprehensive income:			-
<b>Total comprehensive (loss)/profit for the year</b>		<b>(1,100,821)</b>	<b>1,775,355</b>

These financial statements should be read in conjunction with the accompanying notes.

# Statement of financial position

As at 31 December 2014

	Note	2014 \$	2013 \$
<b>Current assets</b>			
Cash and cash equivalents	4	4,268,620	8,929,522
Trade and other receivables	5	1,453,195	1,179,856
Other current assets	7	198,001	338,188
<b>Total current assets</b>		<b>5,919,816</b>	<b>10,447,566</b>
<b>Non-current assets</b>			
Property, plant and equipment	8	79,398,468	53,911,923
Financial Assets		-	6,750,000
<b>Total non-current assets</b>		<b>79,398,468</b>	<b>60,661,923</b>
<b>Total assets</b>		<b>85,318,284</b>	<b>71,109,489</b>
<b>Current liabilities</b>			
Trade and other payables	9	3,428,678	5,698,535
Financial liabilities	10	59,276	2,355,552
Short-term provisions	11	3,369,418	2,552,278
Other liabilities	12	748,907	633,253
<b>Total current liabilities</b>		<b>7,606,279</b>	<b>11,239,618</b>
<b>Non-current liabilities</b>			
Financial liabilities	10	31,610,217	12,141,273
Long-term provisions	11	977,054	1,503,043
<b>Total non-current liabilities</b>		<b>32,587,271</b>	<b>13,641,316</b>
<b>Total liabilities</b>		<b>40,193,550</b>	<b>24,883,934</b>
<b>Net assets</b>		<b>45,124,734</b>	<b>46,225,555</b>
<b>Equity</b>			
Retained earnings		45,124,734	46,225,555
<b>Total equity</b>		<b>45,124,734</b>	<b>46,225,555</b>

These financial statements should be read in conjunction with the accompanying notes.

## Statement of changes in equity

For the year ended 31 December 2014

	Retained Earnings	Total
	\$	\$
<b>Balance at 1 January 2013</b>	44,450,200	44,450,200
Total comprehensive income	1,775,355	1,775,355
<b>Balance at 31 December 2013</b>	46,225,555	46,225,555
<b>Balance at 1 January 2014</b>	46,225,555	46,225,555
Total comprehensive income	(1,100,821)	(1,100,821)
<b>Balance at 31 December 2014</b>	45,124,734	45,124,734

These financial statements should be read in conjunction with the accompanying notes.

## Statement of cash flows

For the year ended 31 December 2014

	Note	2014 \$	2013 \$
<b>Cash flow from operating activities</b>			
Receipts from parents		35,427,363	28,538,883
Donations and bequests		289,473	580,035
Capital Appeal		1,858,445	2,418,887
Receipts from Jewish Communal Appeal		1,153,462	1,055,050
Government grants received		6,452,177	6,270,483
Capital grants		30,000	1,286,373
State government interest subsidy		60,577	66,977
Other income		596,652	14,683
Interest received		158,758	318,681
Payments to suppliers & employees		(45,529,576)	(32,778,888)
Payments in the course of operations		-	(440,768)
Interest paid and costs of finance		(217,971)	(775,354)
Net cash provided by operating activities	20	279,340	6,555,042
<b>Cash flows from investing activities</b>			
Purchase of property, plant & equipment		(22,216,819)	(2,203,164)
Proceeds from sale of assets		103,909	-
Net cash used in investing activities		(22,112,910)	(2,203,164)
<b>Cash flow from financing activities</b>			
Proceeds from borrowings		19,468,944	-
Repayment of borrowings		(1,246,276)	(837,562)
Net cash utilised in financing activities		18,222,668	(837,562)
<b>Net (decrease)/increase in cash and cash equivalents held</b>		(3,610,902)	3,514,316
Cash and cash equivalents at beginning of financial year		7,879,522	4,365,206
<b>Cash and cash equivalents at end of financial year</b>	4	4,268,620	7,879,522

These financial statements should be read in conjunction with the accompanying notes.

# Notes to the financial statements

For the year ended 31 December 2014

## NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

The financial report is a general purpose financial report that has been prepared in accordance with the Australian Accounting Standards, Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board and the Australian Charities and Not for Profit Commission Act 2012.

The following entities are included within the consolidated group:

- Moriah War Memorial College Association
- The Moriah War Memorial Jewish College Association Limited
- Kehillat Moriah Incorporated
- Moriah College Building Fund & Moriah War Memorial Fund

The financial reports have been prepared in accordance with the significant accounting policies disclosed below, which the directors determined are appropriate to meet the needs of the members. Such accounting policies are consistent with the previous period unless stated otherwise.

The consolidated group is domiciled in New South Wales, Australia. It is an consolidated group not for gain.

### Basis of preparation

The financial reports have been prepared on an accruals basis and are based on historical costs, modified where applicable by the measurement at fair value of selected non-current assets, financial assets and financial liabilities. All amounts have been presented in Australian dollars which is the consolidated group's functional and presentation currency, unless otherwise stated.

The accounting policies have been consistently applied, unless otherwise stated.

### Changes in accounting policies New and revised Standards that are effective for annual periods beginning on or after 1 January 2014

AASB 10 Consolidated Financial Statements

AASB 10 supersedes the consolidation requirements in AASB 127 Consolidated and Separate Financial Statements (AASB 127) and AASB Interpretation 112 Consolidation - Special Purpose Entities. AASB 10 revises the definition of control and provides extensive new guidance on its application.

These new requirements have the potential to affect which of the Group's investees are considered to be subsidiaries and therefore to change the scope of consolidation. The requirements on consolidation procedures, accounting for changes in non-controlling interests and accounting for loss of control of a subsidiary are unchanged.

AASB 10 is applicable to not-for-profit entities for annual reporting periods beginning on or after 1 January 2014.

To assist not-for-profit entities applying the AASB 10, the AASB issued AASB 2013-8 Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities – Control and Structured Entities on 31 October 2013. AASB 2013-8 added an appendix to AASB 10 to explain and illustrate how the principles in AASB 10 apply from the perspective of not-for-profit entities in the private and public sectors, particularly to address circumstances where a for-profit perspective does not readily translate to a not-for-profit perspective. Similarly, it added an appendix to AASB 12 Disclosure of Interests in Other Entities, in relation to structured entities.

AASB 10 (and AASB 2013-8) became applicable to not-for-profit entities for annual reporting periods beginning on or after 1 January 2014.

Management has reviewed its control assessments in accordance with AASB 10 and has concluded that it does control related entities. Accordingly, the Company has prepared consolidated financial statements.

#### a. Basis of consolidation

The Group financial statements consolidate those of the parent company and all of its subsidiaries as of 31 December 2014. The Parent controls a subsidiary if it is exposed, or has rights, to variable returns from its involvement with the subsidiary and has the ability to affect those returns through its power over the subsidiary. All subsidiaries have a reporting date of 31 December.

All transactions and balances between Group companies are eliminated on consolidation, including unrealised gains and losses on transactions between Group companies. Where unrealised losses on intra-group asset sales are reversed on consolidation, the underlying asset is also tested for impairment from a group perspective. Amounts reported in the financial statements of subsidiaries have been adjusted where necessary to ensure consistency with the accounting policies adopted by the Group.

Profit or loss and other comprehensive income of subsidiaries acquired or disposed of during the year are recognised from the effective date of acquisition, or up to the effective date of disposal, as applicable.

Non-controlling interests, presented as part of equity, represent the portion of a subsidiary's profit or loss and net assets that is not held by the Group. The Group attributes total comprehensive income or loss of subsidiaries between the owners of the Parent and the non-controlling interests based on their respective ownership interests.

## b. Revenue

Revenue is measured at the fair value of the consideration received or receivable after taking into account any discounts allowed.

Fee income is recognised as revenue when the services are delivered.

Contributions, (including donations) received or receivable, are recognised as revenue when the consolidated group obtains control of the contribution or the right to receive the contribution, when it is probable that the economic benefits comprising the contribution will flow to the entity and the amount of the contribution can be measured reliably.

Government grants are recognised as income on a systematic basis over the periods necessary to match them with the related costs which they are intended to compensate when there is reasonable assurance that the trust will comply with the conditions attaching to them and the grants will be received.

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

All revenue is stated net of the amount of goods and services tax (GST).

## c. Property, Plant & Equipment

Each class of property, plant and equipment is carried at cost or fair value less, where applicable, any accumulated depreciation and impairment losses.

### Property

Freehold land and buildings are shown at cost, less subsequent depreciation for buildings and impairment losses.

### Plant and equipment

Plant and equipment are measured on the cost basis less depreciation and impairment losses.

The cost of fixed assets constructed within the consolidated group includes the cost of materials, direct labour, borrowing costs and an appropriate proportion of fixed and variable overheads.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the consolidated group and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the statement of comprehensive income during the financial period in which they are incurred.

The carrying amount of fixed assets is reviewed annually to ensure it is not in excess of the recoverable amount of those assets. The expected net cash flows have not been discounted to their present values in determining the recoverable amounts.

### Depreciation

The depreciable amount of all fixed assets including building and capitalised lease assets, but excluding freehold land, is depreciated on a straight line basis except for motor vehicles over their useful lives to the consolidated group commencing from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

The depreciation rates used for each class of depreciable assets are:

Class of Asset	Depreciation Rate
Buildings	2.5% straight line
Plant and Equipment	20.0% straight line
Computing Equipment	25.0% straight line
Books	25.0% straight line
Motor Vehicles	22.5% diminishing value

## d. Employee Benefits

Provision is made for the consolidated group's liability for employee benefits arising from services rendered by employees to balance date. Employee benefits that are expected to be wholly settled within one year have been measured at the amounts expected to be paid when the liability is settled, plus related on-costs. Employee benefits payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those benefits using the government bond rate that represents expected payment.

Contributions are made by the consolidated group to any employee Superannuation Fund and are charged as expenses when incurred. The consolidated group has no legal obligation to cover any shortfall in the fund's obligation to provide benefits to employees on retirement.

## e. Cash and Cash Equivalents

For the purposes of the statement of cash flows, cash includes cash on hand and in banks, net of outstanding bank overdrafts and deposits held at call with banks.

Bank overdrafts are shown within financial liabilities in current liabilities on the statement of financial position.

## f. Short-term Investments

Investments held for resale are stated at the lower of cost and net realisable value.

## g. Financial Instruments

### Recognition and Initial Measurement

Financial instruments, incorporating financial assets and financial liabilities, are recognised when the entity becomes a party to the contractual provisions of the instrument. Trade date accounting is adopted for financial assets that are delivered within timeframes established by marketplace convention.

Financial instruments are initially measured at fair value plus transactions costs where the instrument is not classified as at fair value through profit or loss. Transaction costs related to instruments classified as at fair value through profit or loss are expensed to profit or loss immediately. Financial instruments are classified and measured as set out below.

### Derecognition

Financial assets are derecognised where the contractual rights to receipt of cash flows expires or the asset is transferred to another party whereby the entity no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised where the related obligations are either discharged, cancelled or expire. The difference between the carrying value of the financial liability extinguished or transferred to another party and the



fair value of consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

#### **Classification and Subsequent Measurement**

##### **i. Loans and receivables**

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost using the effective interest rate method.

##### **h. Goods and Services Tax**

Revenues, expenses, assets and liabilities are recognised net of the amount of Goods and Services Tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation 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. The net amount of GST recoverable from or payable to the taxation authority is included as a current asset or a current liability in the statement of financial position.

Cash flows are presented in the Statement of Cash Flow on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

##### **i. Comparative Figures**

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

##### **j. Critical Accounting Estimates and Judgements**

The Directors evaluate estimates and judgments incorporated into the financial report based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the entity.

Information about estimates and assumptions that have the most significant effect on recognition and measurement of assets, liabilities, income and expenses is provided below. Actual results may be substantially different.

#### **Control**

The assessment of control under AASB10 is subjective and requires judgement. Notwithstanding that there are different Trustees to the Board of Directors, the Directors have assessed that the Company controls the Building Fund trusts because of the objectives of the trust and the cross-guarantees between entities related to the banking facilities.

#### **Impairment**

In assessing impairment, management estimates the recoverable amount of each asset or cash generating units based on expected future cash flows and uses an interest rate to discount them. Estimation uncertainty relates to assumptions about future operating results and the determination of a suitable discount rate.

#### **Provision for impairment of receivables**

Included in accounts receivables at 31 December 2014 are amounts receivable that may not be recoverable. A provision for impairment has been made amounting to \$2,730,249 for 2014, and \$2,141,578 for 2013.

#### **Useful lives of depreciable assets**

Management reviews its estimate of the useful lives of depreciable assets at each reporting date, based on the expected utility of the assets. Uncertainties in these estimates relate to technical obsolescence that may change the utility of certain software and IT equipment.

#### **Long Service Leave**

The liability for long service leave is recognised and measured at the present value of the estimated cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases through promotion and inflation have been taken into account.

The financial report was authorised for issue on 28 April 2015 by the Board of Directors.

## **NOTE 2: INCOME TAX**

The consolidated group is exempt from liability to pay income tax under the provisions of the Income Tax Assessment Act.

### NOTE 3: REVENUE AND INCOME

	2014	2013
	\$	\$
<b>Operating activities</b>		
Tuition fees charged (a)	32,673,180	29,336,102
Compulsory charges (a)	2,864,437	2,061,654
Enrolment fees	13,226	9,354
Government grants	6,452,177	6,581,754
Interest received	158,758	257,748
Sundry income	621,550	1,107,412
Jewish Communal Appeal	1,153,462	989,852
Capital appeal income	1,858,445	2,418,887
Donations – H and A Rabinovitch	216,127	-
Building fund levy	9,672	16,800
State Government interest subsidy	60,557	61,756
<b>Total operating income</b>	<b>46,081,591</b>	<b>42,841,319</b>
<b>Non-operating activities</b>		
Donations	73,346	516,035
H. and A. Rabinovitch - donation	-	64,000
Sponsorship, ticket sales and sundry income	-	3,800
Capital grants	30,000	975,102
<b>Total non-operating income</b>	<b>103,346</b>	<b>1,555,137</b>
<b>(a) Reconciliation of fees charged</b>		
Tuition fees	36,305,004	32,650,689
Compulsory charges	2,864,437	2,061,654
<b>Total gross fees</b>	<b>39,169,441</b>	<b>34,712,343</b>
<b>Less:</b>		
Discounts & allowances	(1,547,153)	(1,600,864)
Subsidies	(2,084,671)	(1,713,723)
<b>Net fees charged</b>	<b>35,537,617</b>	<b>31,397,756</b>

### NOTE 4: CASH AND CASH EQUIVALENTS

	2014	2013
	\$	\$
Cash on hand	6,730	4,600
Cash at bank	4,022,504	1,550,934
Cash on deposit	239,386	7,373,988
	4,268,620	8,929,522
Bank overdrafts; secured (See note 10)	-	(1,050,000)
<b>Net cash</b>	<b>4,268,620</b>	<b>7,879,522</b>

## NOTE 5: TRADE AND OTHER RECEIVABLES

	2014	2013
	\$	\$
<b>Current</b>		
Outstanding Fees	3,395,961	2,876,076
Less: Provision for Doubtful Debts	(2,730,249)	(2,141,578)
	665,712	734,498
Other Debtors	651,807	355,698
GST Recoverable	135,676	89,660
	1,453,195	1,179,856

Movement in the provision for impairment of receivables is as follows:				
	Opening Balance	Charge for the Year	Amounts Written Off	Closing Balance
	1/1/14			31/12/14
Current trade receivables	2,141,578	588,671	-	2,730,249
Total	2,141,578	588,671	-	2,730,249
	Opening Balance	Charge for the Year	Amounts Written Off	Closing Balance
	1/1/13			31/12/13
Current trade receivables	1,866,218	275,360	-	2,141,578
Total	1,866,218	275,360	-	2,141,578

The age of financial assets not impaired are as follows:			2014	2013
			\$	\$
<b>Trade debtors amounts within terms</b>				
Current or not more than 1 term			291,469	358,447
<b>Trade debtors – past due but not impaired</b>				
More than 2 terms but not more than 3 terms			79,153	63,650
More than 3 terms but not more than 4 terms			20,118	31,351
More than 4 terms			274,972	281,050
			665,712	734,498

## NOTE 6: AUDITORS' REMUNERATION

	2014	2013
	\$	\$
<b>Remuneration of the auditor of the consolidated group for:</b>		
- auditing the financial report	77,400	75,402
- other services	-	43,098
	<u>77,400</u>	<u>118,500</u>

## NOTE 7: OTHER ASSETS

	2014	2013
	\$	\$
Prepayments	198,001	334,438
Capitalised borrowing costs	-	3,750
	<u>198,001</u>	<u>338,188</u>

## NOTE 8: PROPERTY, PLANT AND EQUIPMENT

	2014	2013
	\$	\$
<b>Land and buildings</b>		
<b>Land</b>		
At cost	27,427,142	427,142
<b>Buildings</b>		
At cost	70,327,756	70,327,758
Less: accumulated depreciation	(27,139,585)	(25,541,767)
	<u>43,188,171</u>	<u>44,785,989</u>
<b>Other building costs</b>		
At cost	7,558,583	7,110,170
Less: accumulated depreciation	(1,584,720)	(1,161,540)
	<u>5,973,863</u>	<u>5,948,630</u>
<b>Total land and buildings</b>	<u>76,589,176</u>	<u>51,161,763</u>
<b>Plant and equipment (including furniture &amp; fittings)</b>		
At cost	19,238,903	17,943,785
Less: accumulated depreciation	(16,848,342)	(15,543,314)
<b>Total Plant and equipment</b>	<u>2,390,561</u>	<u>2,400,471</u>
<b>Motor vehicles</b>		
At cost	985,614	965,453
Less: accumulated depreciation	(566,884)	(615,764)
<b>Total motor vehicles</b>	<u>418,730</u>	<u>349,689</u>
<b>Total property, plant and equipment</b>	<u>79,398,467</u>	<u>53,911,923</u>

## NOTE 9: TRADE AND OTHER PAYABLES

	2014	2013
	\$	\$
Trade Creditors	202,761	270,460
Sundry payables and accrued expenses	2,536,188	2,169,517
Accruals	743,729	3,258,558
	3,428,678	5,698,535

## NOTE 10: FINANCIAL LIABILITIES

	2014	2013
	\$	\$
<b>Current</b>		
Bank overdraft	-	1,050,000
Bank loans	-	1,179,696
Hire purchase loans	59,276	25,856
Bank bills	-	100,000
	59,276	2,355,552
<b>Non-current</b>		
Bank loans	31,400,000	11,004,396
Bank bills	-	1,055,000
Hire purchase loans	210,217	81,877
	31,610,217	12,141,273

The bank overdraft is secured by a registered mortgage over various properties owned by the consolidated Group

Loans and bank overdraft are secured by a registered first mortgage over all properties currently owned by the Moriah College Building Fund, Moriah War Memorial Fund and Moriah War Memorial College Association.

On 17 February 2014, all of the above financial liabilities were repaid to Westpac Banking Corporation and, new financial liabilities in the amount of \$31,400,000 were committed to and fully drawn under a new Funding Agreement with the Commonwealth Bank of Australia. (Refer Notes 16, 17 and 20).

This new agreement is an interest only agreement until 31 December 2015. The College must repay at least \$6,000,000 in principal repayments over a maximum 5 year period commencing 1 January 2016.

The Trustees of the Moriah College Building Fund have provided a mortgage over both freehold & leasehold properties charge in favour of the Commonwealth Bank of Australia. The Moriah War Memorial College Association has provided unlimited guarantees and indemnities to the Commonwealth Bank of Australia in relation to the debts of The Moriah College Building Fund. The Moriah War Memorial Jewish College Association Limited has provided unlimited guarantees and indemnities to the Commonwealth Bank of Australia in relation to the debts of the Moriah War Memorial College Association.

## NOTE 11: PROVISIONS

	2014	2013
	\$	\$
<b>Current</b>		
Employee entitlements	3,369,418	2,552,278
<b>Non-Current</b>		
Employee entitlements	977,054	1,503,043
Total Provisions	4,346,472	4,055,321

## NOTE 12: OTHER LIABILITIES

	2014	2013
	\$	\$
Income received in advance	748,907	633,253
Income received in advance	748,907	633,253

## NOTE 13: MEMBERS FUNDS

The consolidated group is limited by guarantee and does not have any share capital. Were the consolidated group to be wound up, the Articles of Association state that each member is required to contribute a maximum of \$10 towards meeting any outstanding obligations of the consolidated group. As at 31 December 2014 the number of members was 1,735 (2013: 1,754).

## NOTE 14: CAPITAL EXPENDITURE COMMITMENTS

	2014	2013
	\$	\$
Estimated Capital Expenditure contracted for at balance date but not provided for:		
- payable not later than one year	-	375,000
	-	375,000

The Capital expenditure commitment for 2013 represents expenditure yet to be incurred relating to Grants approved in respect of the Secure Schools funding for both the main Queens Park Campus and the Early Learning Centres. Approximately \$375,000 was expensed during the course of 2014.

## NOTE 15: FINANCIAL INSTRUMENT

### a. Financial Risk Management Policies

The consolidated group's financial instruments consist mainly of deposits with banks, local money market instruments, short-term investments, accounts receivable and payable, loans to and from subsidiaries, bills and leases. When managing capital, Moriah's objective is to ensure that the organisation continues as a going concern, as well as to maintain optimal benefits for stakeholders. Moriah aims to maintain a capital structure that ensures the lowest cost of capital available to the organisation.

The main purpose of non-derivative financial instruments is to raise finance for the consolidated group's operations.

The consolidated group does not have any derivative instruments at 31 December 2014. Refer Note 10 for a summary of consolidated group's financial liabilities by category.

#### i Treasury Risk Management

A Finance and Audit Committee consisting of members of the Board of Directors meet on a regular basis to analyse currency and interest rate exposure and to evaluate treasury management strategies in the context of the most recent economic conditions and forecasts.

The committee's overall risk management strategy seeks to assist the consolidated group in meeting its financial targets, whilst minimising potential adverse effects on financial performance.

The Finance and Audit Committee operates under policies approved by the board of directors. Risk management policies are approved and reviewed by the Board on a regular basis. These include credit risk policies and future cash flow requirements. The Finance and Audit Committee oversees how management monitors compliance with the consolidated group's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the consolidated group.

#### ii Financial Risk Exposures and Management

The main risks the consolidated group is exposed to through its financial instruments are interest rate risk, liquidity risk and credit risk.

### Interest rate risk

Interest rate risk is the risk that the value of the financial instruments will fluctuate due to changes in market interest rates. The consolidated group's exposure to interest rate risks and the effective interest rates of financial assets and liabilities at the balance sheet date are as follows:

	Floating Interest Rates	Non-Interest Bearing	Total	Weighted Effective Interest
	2014	2014	2014	2014
	\$	\$	\$	%
<b>Financial Assets</b>				
Cash	4,261,890	6,730	4,268,620	2.5
Receivables	-	1,453,195	1,453,195	Nil
Financial assets	-	-	-	Nil
Other assets	-	198,001	198,001	Nil
<b>Total Financial Assets</b>	<b>4,261,890</b>	<b>1,657,926</b>	<b>5,919,816</b>	

<b>Financial Liabilities</b>				
Accounts Payable	-	3,507,317	3,507,317	Nil
Borrowings	31,669,493	-	31,669,493	4.2
<b>Total Financial Liabilities</b>	<b>31,669,493</b>	<b>3,507,317</b>	<b>35,176,810</b>	

	Floating Interest Rates	Non-Interest Bearing	Total	Weighted Effective Interest
	2013	2013	2013	2013
	\$	\$	\$	%
<b>Financial Assets</b>				
Cash	8,924,922	4,600	8,929,522	3.7
Receivables	-	1,179,856	1,179,856	Nil
Financial assets	-	6,750,000	6,750,000	Nil
Other assets	-	338,188	338,188	Nil
<b>Total Financial Assets</b>	<b>8,924,922</b>	<b>8,272,644</b>	<b>17,197,566</b>	
<b>Financial Liabilities</b>				
Accounts Payable	-	5,698,535	5,698,535	Nil
Borrowings	14,496,825	-	14,496,825	5.9
<b>Total Financial Liabilities</b>	<b>14,496,825</b>	<b>5,698,535</b>	<b>20,195,360</b>	

### Foreign currency risk

Most of the consolidated group's transactions are carried out in Australian Dollars. Exposures to currency exchange rates arise from a small amount of the consolidated group's overseas purchases, which are primarily denominated in US-Dollars and Euro. These funds are only held in the short term and therefore the impact is considered immaterial. At 31 December 2014, the amounts totalled \$359,106 (2013: \$268,042)

To mitigate the consolidated group's exposure to foreign currency risk, the consolidated group maintains Australian bank accounts denominated in both US-Dollars and Euro.

Foreign currency denominated financial assets and liabilities, translated into Australian Dollars at the closing rate.

### Liquidity risk

The consolidated group manages liquidity risk by monitoring forecast cash flows and ensuring that adequate unutilised borrowing facilities are maintained.

**Credit risk**

Credit risk is the risk of financial loss arising from another party to a contract or financial obligation. The consolidated group's maximum exposure to credit risk is represented by the carrying amounts of the financial assets included in the balance sheet net of any provisions for doubtful accounts.

	Banks	Other	Total
	2014	2014	2014
	\$	\$	\$
<b>Financial Assets</b>			
Cash	4,261,890	6,730	4,268,620
Receivables	-	1,453,195	1,453,195
Financial assets	-	-	-
Other assets	-	198,003	198,003
<b>Total Financial Assets</b>	<b>4,261,890</b>	<b>1,657,928</b>	<b>5,919,818</b>

	Banks	Other	Total
	2013	2013	2013
	\$	\$	\$
<b>Financial Assets</b>			
Cash	8,924,922	4,600	8,929,522
Receivables	-	1,179,856	1,179,856
Financial assets	-	6,750,000	6,750,000
Other assets	-	338,188	338,188
<b>Total Financial Assets</b>	<b>8,924,922</b>	<b>8,272,544</b>	<b>17,197,566</b>

There is no material amount of collateral held as security at 31 December 2014 or as at 31 December 2013.

Credit risk is reviewed regularly by the Finance and Audit Committee. It arises from exposures to customers as well as through deposits with financial institutions.

The consolidated group is exposed to a high degree of credit risk exposure from trade receivables. Trade receivables at 31 December 2014 are \$665,712 (2013: \$734,498).

**Price risk**

The consolidated group is not exposed to any price risk.



## b. Financial Liabilities Maturity Analysis

The tables below reflect the undiscounted contractual settlement terms for financial instruments of a fixed period of maturity, as well as management's expectations of the settlement period for all other financial instruments. As such, the amounts may not reconcile to the balance sheet.

2014	Current Interest rate	Current			Non-current
		%	\$	\$	\$
		Not later than 1 month	1 to 3 months	3 months to 1 year	1 to 5 years
Bank overdraft	-	-	-	-	-
Bank loans	3.0	670	37,340	93,342	6,000,000
Trade payables	Nil	4,827,548	-	-	-
Bank bills	-	-	-	-	-
Hire purchase loans	5.75	4,939	9,875	44,457	210,218
<b>Total</b>		<b>4,833,157</b>	<b>47,215</b>	<b>137,799</b>	<b>6,210,218</b>

2013	Current Interest rate	Current			Non-current
		%	\$	\$	\$
		Not later than 1 month	1 to 3 months	3 months to 1 year	1 to 5 years
Bank overdraft	9.23	1,050,000	-	-	-
Bank loans	6.15	18,877	4,220,754	4,860,065	3,084,396
Trade payables	-	2,331,996	3,366,539	-	-
Bank bills	5.8	-	-	100,000	1,055,000
Hire purchase loans	6.6	2,154	4,309	19,392	81,878
<b>Total</b>		<b>3,403,027</b>	<b>7,591,602</b>	<b>4,979,457</b>	<b>4,221,274</b>

## c. Net Fair Values

For other assets and other liabilities the net fair value approximates their carrying value.

Aggregate net fair values and carrying amounts of financial assets and financial liabilities at balance date.

	2014		2013	
	Carrying Amount	Net fair Value	Carrying Amount	Net Fair Value
	\$	\$	\$	\$
<b>Financial assets</b>				
Loans and receivables	1,453,195	1,453,195	1,179,856	1,179,856
	1,453,195	1,453,195	1,179,856	1,179,856
<b>Financial liabilities</b>				
Bank overdraft secured	-	-	1,050,000	1,050,000
Bank bills secured	-	-	1,155,000	1,155,000
Bank loan secured	31,549,352	31,549,352	12,184,092	12,184,092
Trade and other payables	4,827,548	4,827,548	5,698,535	5,698,535
Hire Purchase Loans	269,493	269,493	107,733	107,733
	36,646,393	36,646,393	20,195,360	20,195,360

## NOTE 16: CONTINGENT LIABILITIES

The consolidated group is liable by virtue of existing cross guarantees for the debts incurred by the Moriah College Building Fund, the Moriah War Memorial Fund and The Moriah War Memorial Jewish College Association Limited, which are secured through registered mortgages over various College properties.

As noted at Note 10, the Moriah War Memorial College Association has provided unlimited guarantees and indemnities to the Commonwealth Bank of Australia in relation to the debts of The Moriah College Building Fund. The Moriah War Memorial Jewish College Association Limited has provided unlimited guarantees and indemnities to the Commonwealth Bank of Australia in relation to the debts of the Moriah War Memorial College Association.

On 17 February 2014, all existing secured Bank Loans and Bank Bills were repaid to the Entity's former bankers, Westpac Banking Corporation. As part of the new Funding Agreement with The Commonwealth Bank of Australia, the Moriah War Memorial College Association has provided unlimited guarantees and indemnities to it in relation to the debts of The Moriah College Building Fund. The Moriah War Memorial Jewish College Association Limited has provided unlimited guarantees and indemnities to The Commonwealth Bank of Australia in relation to the debts of the Moriah War Memorial College Association. The amount of the new facility subject to this new Agreement is a maximum borrowing of \$31,400,000.

## NOTE 17: LEASE COMMITMENTS

Moriah War Memorial College Association is committed to rent and outgoings for the year 2015 in the net amount of approximately \$206,700 on the land occupied by the John I Einfeld AM Preschool Campus in Randwick that is owned by Sir Moses Montefiore Jewish Home. There is no lease agreement in place; therefore, no committed liability exists for periods greater than 1 year.

The College also has a lease in place on premises beneficially owned by The Trustees of the Mount Zion Kindergarten, currently operating as the Simons-Redelman Early Childhood Centre at Rose Bay. The Lease is for a period of a further one year from 31 December 2014, with extended term options available, if exercised. The rent and outgoings on the premises is approximately \$89,000 per annum.

On 15 February 2011, the Trustees of the Moriah College Building Fund exchanged contracts for the acquisition of freehold property comprising the Moriah College site (incorporating the existing three separate titles of land at York Road and Queens Park Road, Queens Park) which were leased by the Trustees of the Moriah College Building Fund. The property was acquired from the New South Wales State Property Authority for an acquisition price of \$27,000,000. Under the terms of the contract, an instalment payment/ deposit of \$6,750,000 was paid on exchange of contracts and completion occurred on 17 February 2014 being the next business day after the third anniversary when the balance due of \$23,616,539, including capitalised interest, was paid. All rent payments under the existing leases have been abated from 15 February 2011, as a result of completion taking place. On completion, the existing leases of the premises were surrendered.

## NOTE 18: RELATED PARTY DISCLOSURES

The Directors of Moriah War Memorial College Association during the financial year were:

Mr G Friede	Mr M Schneider <i>(retired May 2014)</i>
Dr S Morris	Mr J Fridman
Ms M Sonnabend	Mrs L Ehrlich
Mr O Freedman	Mr A Gelman
Mr R Goot AM SC <i>(resigned May 2014)</i>	Mr S Jankelowitz
Mrs J Lowy	Mr G Sher
Mrs T Solsky	Mr M Weininger
Mr S Wilkenfeld	

The following related party transactions occurred during the financial year.

Fees (and other revenue) were received by the consolidated group from the Directors of the consolidated group under normal terms and conditions.

There are spouses of Directors of the consolidated group who are employed by the College in the ordinary course of its activities.

In 2014 no Directors (2013: no Directors) have received or become entitled to receive a benefit, by reason of a contract made by the consolidated group or a Related Corporation with the Directors or with a firm of which they are a member or a director, or with a consolidated group in which they have a substantial financial interest undertaken in the normal course of business at or less than competitive rates.

The following remuneration has been paid in aggregate to the key management personnel of the consolidated group during the year.

### Key Management Personnel Remuneration (Short-Term Benefits)

	Salary	Non-cash benefit	Superannuation	Termination	Total
	\$	\$	\$	\$	\$
<b>2014</b>	1,287,848	243,240	130,068	93,644	1,754,800
<b>2013</b>	1,651,593	60,000	133,940	-	1,845,533

Non-cash benefit relates to motor vehicles provided to key management personnel.

## NOTE 19: CONTROLLED ENTITIES

The consolidated financial statements incorporate the assets, liabilities and results of the following entities in accordance with the accounting policy described in note 1.

Entity	2014	2013
Moriah War Memorial College Association	100%	100%
The Moriah War Memorial Jewish College Association Limited	100%	100%
Kehillat Moriah Incorporated	100%	100%
Moriah College Building Fund & Moriah War Memorial Fund	100%	100%

## NOTE 20: CASH FLOW INFORMATION

Reconciliation of Cash Flow from Operations with Profit after Income Tax	2014	2013
	\$	\$
(Loss)/Profit after income tax	(1,100,821)	1,775,355
<b>Non-cash flows in profit</b>		
Depreciation	3,403,489	3,275,378
Amortisation	14,865	115,442
Gain on sale of motor vehicles	(24,898)	2,805
Write off of borrowing and other expenses	-	11,342
<b>Changes in assets and liabilities</b>		
(Increase)/Decrease in trade and other debtors	(273,339)	170,340
(Decrease)/Increase in creditors and accruals	(2,286,948)	1,690,677
Increase in provisions	291,151	170,924
Decrease/(Increase) in other current assets	140,187	(123,566)
Increase/(Decrease) in other liabilities	115,654	(533,655)
	279,340	6,555,042

## NOTE 21: EVENTS AFTER THE BALANCE SHEET DATE

No matters or circumstances have arisen since the end of the year which significantly affected or may significantly affect the operation of the Company, the results of those operations, or the state of affairs of the Company in future years.

## NOTE 22: CAPITAL MANAGEMENT

Management controls the capital of the entity to ensure that adequate cash flows are generated to fund operations. The Finance & Audit Committee ensures that the overall risk management strategy is in line with this objective.

The Finance & Audit Committee operates under policies approved by the Board of Directors. Risk management policies are approved and reviewed by the Board on a regular basis.

The entity's capital consists of financial liabilities, supported by financial assets. Management effectively manages the entity's capital by assessing the entity's financial risks and responding to changes in these risks and in the market. There have been no changes to the strategy adopted by management to control the capital of the entity since the previous year.

## NOTE 23: CONSOLIDATED GROUP DETAILS

The registered office and principal place of business of the consolidated group is:

Moriah War Memorial College Association  
The Henry Roth Administration Building  
Queens Park Road  
Bondi Junction NSW 2022

# Directors' declaration

The directors have determined that the consolidated group is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies described in Note 1 to the financial statements.

The Directors of the consolidated group declare that:

1. The financial statements and notes, as set out on pages 75 to 91, fairly presents the consolidated group's financial position as at 31 December 2014, and of its performance for the year ended on that date, in accordance with the accounting policies described in Note 1 to the financial statements; and
2. In the directors' opinion there are reasonable grounds to believe that the consolidated group will be able to pay its debts as and when they become due and payable.

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

  
G. FRIEDE  
President

  
J. FRIDMAN  
Treasurer

Dated 28 April 2015



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## **Independent Auditor's Report To the Members of Moriah War Memorial College Association**

We have audited the accompanying financial report of Moriah War Memorial College Association (the "Group"), which comprises the consolidated statement of financial position as at 31 December 2014, the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information and the directors' declaration.

### **Directors' responsibility for the financial report**

The Directors of the Group are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the Australian Charities and Not-for-profits Commission Act 2012. The Directors' responsibility also includes such internal control as the Directors 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.

### **Auditor's responsibility**

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require us to comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error.

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Liability limited by a scheme approved under Professional Standards Legislation. Liability is limited in those States where a current scheme applies.

In making those risk assessments, the auditor considers internal control relevant to the Group's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Directors, as well as evaluating the overall presentation of the financial report.

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

### **Independence**

In conducting our audit, we have complied with the independence requirements of the Accounting Professional and Ethical Standards Board and the Australian Charities and Not-for-profits Commission Act 2012.

### **Auditor's opinion**

In our opinion:

- a the financial report of Moriah War Memorial College Association is in accordance with the Australian Charities and Not-for-profits Commission Act 2012, including giving a true and fair view of the financial position as at 31 December 2014 and of its performance for the year ended on that date; and
- b complying with Australian Accounting Standards and the Australian Charities and Not-for-profits Commission Regulation 2013.



GRANT THORNTON AUDIT PTY LTD  
Chartered Accountants



A J Archer  
Partner - Audit & Assurance

Sydney, 28 April 2015

# Moriah War Memorial College Association

**Financial report for the year ended 31 December 2014**

**ACN 000 049 383**

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# Responsible Entities' report

Your Responsible Entities' present their report on the Company for the financial year ended 31 December 2014. This report deals with the term Responsible Entities' and Directors interchangeably.

## Directors

The names of the directors in office at any time during or since the end of the year are:

Mr G Friede	Mr M Schneider (retired May 2014)
Dr S Morris	Mr J Fridman
Ms M Sonnabend	Mrs L Ehrlich
Mr O Freedman	Mr A Gelman
Mr R Goot AM SC (resigned May 2014)	Mr S Jankelowitz
Mrs J Lowy	Mr G Sher
Mrs T Solsky	Mr M Weininger
Mr S Wilkenfeld	

Directors have been in office since the start of the financial year to the date of this report, unless otherwise stated.

## Legal structure

The entity is incorporated under the Corporations Act 2001 and is an entity limited by guarantee. If the entity is wound up, the constitution states that each member is required to contribute a maximum of \$10 each towards meeting any outstanding obligations of the entity. At 31 December 2014 the collective liability of members was \$17,350 (2013: \$17,540).

## Principal Activities

The principal activities of the Company during the year were that of conducting a school and preschool.

## Short and long term objectives

Moriah College provides high quality secular and Jewish educational experiences, from the early childhood centre and Preschool to Year 12, across its Early Childhood Centre, three Early Learning Centres, Primary, Middle and High Schools, for the Jewish community.

The long-term objectives of Moriah College are based on sustainability and continuity. The College does this by building upon the traditions of the past to meet the expectations and aspirations of its key stakeholders – parents, students and the broader Jewish Community, through the development and growth of:

- A key partnership between the College and Parents that facilitates children being individually supported to achieve their best.
- Resilient and confident citizens and life-long learners who strive to achieve their personal best and feel secure with their Jewish identity.
- Community confidence that the College represents the values of the Jewish Community and develops future leaders of both the Jewish and broader Australian communities.



## Strategy for achieving these objectives

The College focuses on the following key elements in strategic planning to meet both its short and long term objectives.

1. **Excellence in teaching and learning** through the development and implementation of quality teaching & learning practices for the 21st century.
2. **Student growth and well-being** by creating an atmosphere where students can maximise their potential as students and citizens with regard to their natural abilities.
3. **Our Jewish ethos** by creating a Jewish Learning Experience that provides our students with opportunities to be informed, committed and respectful members of the Jewish community; with a positive Jewish identity; and to provide opportunities for religious practice to students across the full gamut of the Modern Orthodox spectrum.
4. **Parent and Community Partnership** through the development and implementation of effective communication strategies with key stakeholders, that promotes a culture of respect, trust and co-operation.
5. **Our Staff** through the recruitment and retention of engaged and committed staff who are supported by professional development and active participation in the Quality Teacher Development and Review program. We are actively seeking out and cultivating Jewish studies and Hebrew staff to ensure the maintenance of high quality Jewish education.
6. **Our Facilities and Learning Environment** by providing and maintaining well resourced spaces to support collaborative Jewish and secular teaching & learning. Increasingly our learning environment is moving towards more widespread usage of technology and the need to provide on-line access to contemporary teaching and learning resources.
7. **Financial Performance** with a focus on long-term financial strength to ensure sustainability and affordability which are particularly relevant to the ideals of the College to provide community access to high quality Jewish and secular education.

## Measurement of performance, including key performance indicators

Our objectives are measured through a series of external reporting mechanisms to the NSW and Federal Governments in which we report against specific outcomes for targeted funding to meet the educational and resource needs of children with learning enhancement requirements; provide statistical data on financial, staffing and grant funding aspects, as well as specific programs such as the Digital Education Revolution (DER) and the Building the Education Revolution (BER) which provided funding to be expended against approved projects.

The College also provides information on its business operation to the Jewish Communal Appeal, as part of the annual submission process for allocation of additional funds to support the College providing financial assistance to families experiencing financial difficulties and for the support of special needs education to the growing population of children across the College, with diagnosed disabilities and learning support needs.

The College is also inspected on a regular basis by the NSW Board of Studies (BOS) to ensure compliance with the syllabus and operational requirements for educational delivery, leading to ongoing registration.

Educational performance is measured at a State and National level through the NSW School and Higher School Certificates and the NAPLAN tests for Years 3, 5, 7 and 9. These results are reported to the College and general community through College based communication channels and on the MySchool website developed by the Australian Curriculum Assessment and Reporting Authority (ACARA).

The College has developed a three year Strategic Plan which was implemented during 2012. This plan provides not only the detailed strategic initiatives around the seven areas of focus, but also detail metrics which provide additional performance measurement and reporting mechanisms.

## Operating results

The Company made a net loss for the year of \$1,172,336 (2013 loss: \$1,347,715). The net loss included non-operating revenue of \$37,969 (2013 \$1,414,017) and the net loss from operating activities was \$1,210,305 (2013 loss \$66,302)

## Review of operations

A detailed review of the operations of the College is contained in the President's Report and the College Principal's Report, included in the full annual report.

## Significant changes in state of affairs

There were no significant changes in the state of affairs of the Company that occurred during the year.

## After balance date events

No matters or circumstances have arisen since the end of the year which significantly affected or may significantly affect the operation of the Company, the results of those operations, or the state of affairs of the Company in future years.

## Directors' Qualifications

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### **Giora Friede (President)**

Qualifications: B Econ Sc  
Board Member since 1999  
Honorary Secretary 2008 – May 2011  
Vice President May 2011- November 2012  
President since November 2012  
Director

### **Mark Schneider (Immediate Past President)**

Qualifications: B E (Hons), B Sc, ASIA.  
Board Member May 1994 – May 2014  
Honorary Secretary 1997 – 1998  
Honorary Treasurer 1998 – 2001  
Vice President 2001 – 2005  
President 2005 – 2008  
Immediate Past President 2008 – 2011  
President May 2011 (resigned October 2012)  
Immediate Past President November 2012 – May 2014 (retired)  
Investment Banker

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### **Suzanne Morris (Deputy President)**

Qualifications: PhD, UNSW;  
BSc (Psychology) Hons I,  
UNSW; BSc (Medicine), UNSW  
Board Member since May 2008  
Assistant Secretary June 2010 – May 2011  
Honorary Secretary May 2011 – May 2012  
Vice President May 2012 – May 2014  
Deputy President since May 2014  
University Lecturer

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### **Joseph Fridman (Treasurer)**

Qualifications: B Com (Honours), Australian Chartered  
Accountant, MBA  
Board member since May 2011  
Treasurer since May 2014  
Chief Executive Officer

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### **Miri Sonnabend (Honorary Secretary)**

Qualifications: BA (Hons), LLB  
Board member since May 2012  
Assistant Secretary May 2013 – May 2014  
Honorary Secretary since May 2014  
Solicitor

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### **Lauren Ehrlich (P&F President) since May 2012**

Qualifications: BA Visual Arts, SCAE Graduate Diploma  
Secondary Education, Syd  
Board Member May 2012 – May 2014

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### **Oliver Freedman**

Qualifications: BSc (Psych.), Hons and Masters of Applied  
Psychology  
Board member since May 2010  
Vice President May 2013 – May 2014  
Honorary Secretary May 2012 – May 2014  
Managing Director

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### **Alex Gelman**

Qualifications: BCom MCom CPA MACS  
Board member since May 2011  
Technology Strategist | Partner

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### **Robert Goot AM SC**

Board Member 1984 – 1996  
Vice President 1986 – 1987  
President 1989 – 1996  
Immediate Past President 1996 - 1998  
Life Patron since 1998  
Trustee since 2002  
Board Member May 2012 – May 2014 (resigned May 2014)  
Barrister and Senior Counsel

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### **Stephen Jankelowitz**

Qualifications: B Com, CA  
Board Member since 2007  
Honorary Treasurer May 2008 – May 2014  
Chartered Accountant and Chief Executive Officer

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### **Judy Lowy**

Qualifications: BA (UNSW)  
Board Member since May 2008  
Foundation President since its inception  
Company Director

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### **Gavin Sher**

Qualifications: B.Com, H Dip Acc, CA(SA)  
Board member since May 2012  
Group Accountant

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### **Terri Solsky**

Qualifications: B. Comm (UNSW)  
Board member since May 2011

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### **Marc Weininger**

Qualifications: B.Com, M.Com, CFP  
Board member since May 2013  
Financial Planner / Own Business

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### **Simon Wilkenfeld**

Qualifications: BCom (UNSW)  
Major: Accounting, Finance and Systems  
Board member since May 2011  
Managing Director

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## Meetings of Directors

During the financial year, 15 meetings of directors were held. Attendances by each director during the year were as follows:

SCHEDULE OF ATTENDANCES AT MEETINGS DURING 2014		
BOARD MEETINGS		
NAME	ELIGIBLE TO ATTEND	ATTENDED
Friede, G	15	14
Schneider, M	4	2
Morris, S	15	12
Fridman, J	15	12
Sonnabend, M	15	13
Ehrlich, L	4	3
Freedman, O	15	10
Gelman, A	15	12
Goot AM, SC, R	4	2
Jankelowitz, S	15	12
Lowy, J	15	12
Sher, G	15	13
Solsky, T	15	12
Weininger, M	15	15
Wilkenfeld, S	15	11

### Environmental issues

The Company's operations are not regulated by any significant environmental regulation under a law of the Commonwealth or of a state or territory of Australia.

### Dividends

No dividends have been paid or will be paid. The Memorandum and Articles of Association do not permit any profits to be distributed by way of a dividend.

The following remuneration has been paid in aggregate to the key management personnel of the Company during the year.

	Key Management Personnel Remuneration (Short-Term benefits)				
	Salary	Non-cash benefit	Superannuation	Termination	Total
	\$	\$	\$	\$	\$
<b>2014</b>	881,969	36,000	91,536	66,163	1,075,688
<b>2013</b>	1,049,704	46,500	98,072	-	1,194,276

Non-cash benefit relates to motor vehicles provided to key management personnel.

# Auditor's independence declaration

A copy of the auditor's independence declaration as required under section 60-40 of the Australian Charities and Not for Profit Commission Act 2012 is set out on page 101.

Signed in accordance with a resolution of the Board of Directors, 28 April 2015:

  
G. FRIEDE  
President

  
J. FRIDMAN  
Treasurer



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Sydney NSW 2000

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Sydney NSW 1230

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E [info.nsw@au.gt.com](mailto:info.nsw@au.gt.com)  
W [www.grantthornton.com.au](http://www.grantthornton.com.au)

**Auditor's Independence Declaration  
To the Directors of Moriah War Memorial College Association**

In accordance with the requirements of section 60-40 of the Australian Charities and Not-for-Profit Commission Act 2012, as lead auditor for the audit of Moriah War Memorial College Association for the year ended 31 December 2014, I declare that, to the best of my knowledge and belief, there have been no contraventions of any applicable code of professional conduct in relation to the audit.

A handwritten signature in blue ink that reads "Grant Thornton".

GRANT THORNTON AUDIT PTY LTD  
Chartered Accountants

A handwritten signature in blue ink that reads "A J Archer".

A J Archer  
Partner - Audit & Assurance

Sydney, 28 April 2015

Grant Thornton Audit Pty Ltd ACN 130 913 594  
a subsidiary or related entity of Grant Thornton Australia Ltd ABN 41 127 556 389

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# Statement of profit or loss and other comprehensive income

For the year ended 31 December 2014

	Note	2014 \$	2013 \$
Revenue from operating activities	3	34,680,741	31,973,703
Revenue from non-operating activities	3	37,969	1,414,017
<b>Total revenue</b>		<b>34,718,710</b>	<b>33,387,720</b>
Employee benefit expense (teaching staff)		(17,225,605)	(16,170,233)
Employee benefit expense (non-teaching staff)		(3,990,979)	(3,515,044)
Expenses & materials		(2,747,545)	(2,311,623)
Staff expenses		(2,578,018)	(2,319,658)
Financial costs		(185,200)	(228,226)
Depreciation expense		(1,860,641)	(1,732,529)
Building & grounds expense		(4,223,686)	(3,833,922)
Payment to Moriah War Memorial Jewish College Association Limited for services rendered		(685,652)	(133,409)
Other expenses		(2,393,720)	(1,795,361)
<b>Total expenses</b>		<b>(35,891,046)</b>	<b>(32,040,005)</b>
Loss from operating activities		(1,210,305)	(66,302)
Profit from non-operating activities	3	37,969	1,414,017
<b>(Loss)/Profit for the year</b>		<b>(1,172,336)</b>	<b>1,347,715</b>
Other comprehensive income:		-	-
<b>Total comprehensive (deficit)/profit for the year</b>		<b>(1,172,336)</b>	<b>1,347,715</b>

These financial statements should be read in conjunction with the accompanying notes.

# Statement of financial position

For the year ended 31 December 2014

	Note	2014 \$	2013 \$
<b>Current assets</b>			
Cash and cash equivalents	6	1,575,734	8,320,226
Trade and other receivables	7	1,358,361	1,130,055
Other current assets	9	198,003	334,438
<b>Total current assets</b>		<b>3,132,098</b>	<b>9,784,719</b>
<b>Non-current assets</b>			
Trade and other receivables	7	14,083,199	7,694,788
Property, plant and equipment	10	10,574,890	10,530,632
<b>Total non-current assets</b>		<b>24,658,089</b>	<b>18,225,420</b>
<b>Total assets</b>		<b>27,790,187</b>	<b>28,010,139</b>
<b>Current liabilities</b>			
Trade and other payables	11	4,827,548	3,054,453
Financial liabilities	12	208,628	276,872
Short-term provisions	13	2,590,890	1,930,264
Other liabilities	14	748,907	633,253
<b>Total current liabilities</b>		<b>8,375,973</b>	<b>5,894,842</b>
<b>Non-current liabilities</b>			
Financial liabilities	12	210,217	1,136,877
Long-term provisions	13	761,517	1,363,604
<b>Total non-current liabilities</b>		<b>971,734</b>	<b>2,500,481</b>
<b>Total liabilities</b>		<b>9,347,707</b>	<b>8,395,323</b>
<b>Net assets</b>		<b>18,442,480</b>	<b>19,614,816</b>
<b>Equity</b>			
Retained earnings		18,442,480	19,614,816
<b>Total equity</b>		<b>18,442,480</b>	<b>19,614,816</b>

These financial statements should be read in conjunction with the accompanying notes.

## Statement of changes in equity

For the year ended 31 December 2014

	Retained Earnings	Total
	\$	\$
<b>Balance at 1 January 2013</b>	18,267,101	18,267,101
Total comprehensive income	1,347,715	1,347,715
Total comprehensive income for the period	1,347,715	1,347,715
<b>Balance at 31 December 2013</b>	19,614,816	19,614,816
<b>Balance at 1 January 2014</b>		
Total comprehensive Income	(1,172,336)	(1,172,336)
Total comprehensive Income for the period	(1,172,336)	(1,172,336)
<b>Balance at 31 December 2014</b>	18,442,480	18,442,480

These financial statements should be read in conjunction with the accompanying notes.



## Statement of cash flows

For the year ended 31 December 2014

	Note	2014	2013
		\$	\$
<b>Cash flow from operating activities</b>			
Receipts from parents and donations		28,001,162	22,012,035
Government grants received		6,482,177	7,556,856
Interest received		97,821	246,654
Payments to suppliers & employees		(31,276,819)	(26,331,464)
Payment to Jewish Day School for services rendered		(685,652)	(133,409)
Interest paid		(185,200)	(228,226)
Net cash provided by operating activities	21	2,433,489	3,122,446
<b>Cash flows from investing activities</b>			
Receipts from sale of assets		103,909	-
Purchase of property, plant & equipment		(1,966,819)	(2,203,164)
Net cash used in investing activities		(8,251,321)	(2,203,164)
<b>Cash flow from financing activities</b>			
Loans (from)/to associated entities		(7,315,071)	2,574,317
Repayment of borrowings		-	(5,562)
Net cash (used in)/provided by financing activities		(7,315,071)	2,568,755
Net (decrease)/increase in cash and cash equivalents held		(6,744,492)	3,488,037
Cash and cash equivalents at beginning of financial year		8,320,226	4,832,189
Cash and cash equivalents at end of financial year	6	1,575,734	8,320,226

These financial statements should be read in conjunction with the accompanying notes.

# Notes to the financial statements

For the year ended 31 December 2014

## NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

### Basis of preparation

The financial report is a general purpose financial report that has been prepared in accordance with the Australian Accounting Standards, Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board and the Australian Charities and Not for Profit Commission Act 2012.

The Company is domiciled in New South Wales, Australia. It is a Company not for gain, limited by guarantee.

The financial report complies with Australian Accounting Standards. A statement of compliance with International Financial Reporting Standards cannot be made due to the Company applying the not-for-profit sector specific requirements contained in the Australian Accounting Standards.

The financial report has been prepared on an accruals basis and is based on historical costs, modified where applicable by the measurement at fair value of selected non-current assets, financial assets and financial liabilities. All amounts have been presented in Australian dollars which is the Company's functional and presentation currency, unless otherwise stated.

The financial statements for the year ended 31 December 2014 were approved and authorised for issue by the Board of Directors on 28 April 2015.

The accounting policies have been consistently applied, unless otherwise stated. The following is a summary of the significant accounting policies adopted in the preparation of the accounts.

### Future change in Accounting Standards

The AASB has issued new, revised and amended standards and interpretations that have mandatory application dates for future reporting periods. The Company has considered all pending Australian Accounting Standards issued up to the current reporting date and believe that they have no significant impact on future financial statements.

#### a. Revenue

Revenue is measured at the fair value of the consideration received or receivable after taking into account any discounts allowed.

Fee income is recognised as revenue when the services are delivered.

Contributions (including donations and government grants) received or receivable are recognised as revenue when the Company obtains control of the contribution or the right to receive the contribution, when it is probable that the economic benefits comprising the contribution will flow to the entity and the amount of the contribution can be measured reliably.

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

All revenue is stated net of the amount of goods and services tax (GST).

#### b. Property, Plant & Equipment

Each class of property, plant and equipment is carried at cost less, where applicable, any accumulated depreciation and impairment losses.

##### Property

Freehold land and buildings are shown at cost, less subsequent depreciation for buildings and impairment losses.

##### Plant and equipment

Plant and equipment are measured on the cost basis less depreciation and impairment losses.

The cost of fixed assets constructed within the Company includes the cost of materials, direct labour, borrowing costs and an appropriate proportion of fixed and variable overheads.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the statement of comprehensive income during the financial period in which they are incurred.

The carrying amount of fixed assets is reviewed annually to ensure it is not in excess of the recoverable amount of those assets. The expected net cash flows have not been discounted to their present values in determining the recoverable amounts.

##### Depreciation

The depreciable amount of all fixed assets including building and capitalised lease assets, but excluding freehold land, is depreciated on a straight line basis except for motor vehicles over their useful lives to the Company commencing from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

The depreciation rates used for each class of depreciable assets are:

Class of Asset	Depreciation Rate
Buildings	2.5% straight line
Plant and Equipment	20% straight line
Computing Equipment	25% straight line
Books	25% straight line
Motor Vehicles	22.5% diminishing value

### **c. Employee Benefits**

Provision is made for the Company's liability for employee benefits arising from services rendered by employees to balance date. Employee benefits that are expected to be settled wholly within one year have been measured at the amounts expected to be paid when the liability is settled, plus related on-costs. Employee benefits payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those benefits using the government bond rate that represents expected payment.

Contributions are made by the Company to an employee Superannuation Fund and are charged as expenses when incurred. The Company has no legal obligation to cover any shortfall in the fund's obligation to provide benefits to employees on retirement.

### **d. Cash and Cash Equivalents**

For the purposes of the statement of cash flows, cash includes cash on hand and in banks net of outstanding bank overdrafts and deposits held at call with banks.

Bank overdrafts are shown within financial liabilities in current liabilities on the statement of financial position.

### **e. Short-term Investments**

Investments held for resale are stated at the lower of cost and net realisable value.

### **f. Financial Instruments**

#### ***Recognition and Initial Measurement***

Financial instruments, incorporating financial assets and financial liabilities, are recognised when the entity becomes a party to the contractual provisions of the instrument. Trade date accounting is adopted for financial assets that are delivered within timeframes established by marketplace convention.

Financial instruments are initially measured at fair value plus transactions costs where the instrument is not classified as at fair value through profit or loss. Transaction costs related to instruments classified as at fair value through profit or loss are expensed to profit or loss immediately. Financial instruments are classified and measured as set out below.

#### ***Derecognition***

Financial assets are derecognised where the contractual rights to receipt of cash flows expires or the asset is transferred to another party whereby the entity no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised where the related obligations are either discharged, cancelled or expire. The difference between the carrying value of the financial liability extinguished or transferred to another party and the fair value of consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

#### ***Classification and Subsequent Measurement***

##### ***i. Loans and receivables***

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost using the effective interest rate method.

### **g. Goods and Services Tax**

Revenues, expenses, assets and liabilities are recognised net of the amount of Goods and Services Tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation 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. The net amount of GST recoverable from or payable to the taxation authority is included as a current asset or a current liability in the statement of financial position.

Cash flows are presented in the Statement of Cash Flow on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

### **h. Comparative Figures**

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

### **i. Critical Accounting Estimates and Judgements**

Information about estimates and assumptions that have the most significant effect on recognition and measurement of assets, liabilities, income and expenses is provided below. Actual results may be substantially different.

#### ***Impairment***

In assessing impairment, management estimates the recoverable amount of each asset or cash generating units based on expected future cash flows and uses an interest rate to discount them. Estimation uncertainty relates to assumptions about future operating results and the determination of a suitable discount rate.

#### ***Provision for Impairment of Receivables***

Included in accounts receivable at 31 December 2014 are amounts that may not be recoverable. A provision for impairment has been made for \$2,730,249

#### ***Useful lives of depreciable assets***

Management reviews its estimate of the useful lives of depreciable assets at each reporting date, based on the expected utility of the assets. Uncertainties in these estimates relate to technical obsolescence that may change the utility of certain software and IT equipment.

#### ***Long Service Leave***

The liability for long service leave is recognised and measured at the present value of the estimated cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases through promotion and inflation have been taken into account.

The financial statements for the year ended 31 December 2014 were approved and authorised for issue on 28 April 2015 by the Board of Directors.

## **NOTE 2: INCOME TAX**

The Company is exempt from liability to pay income tax under the provisions of the Income Tax Assessment Act.

### NOTE 3: REVENUE

		2014	2013
		\$	\$
<b>Operating activities</b>			
Fees charged	(a)	27,626,045	24,519,192
Enrolment fees		9,258	9,354
Government grants		6,452,177	6,581,754
Interest received		97,821	246,654
Sundry income		350,863	466,708
Donations	5	144,577	150,041
<b>Total operating income</b>		<b>34,680,741</b>	<b>31,973,703</b>
<b>Non-operating activities</b>			
Capital grants (Secure Schools Grant)		30,000	975,102
Donations	5	7,969	438,915
<b>Total non-operating income</b>		<b>37,969</b>	<b>1,414,017</b>
<b>(a) Reconciliation of fees charged</b>			
Tuition fees		26,955,564	24,204,918
Compulsory charges		1,916,498	1,583,992
<b>Total gross fees</b>		<b>28,872,062</b>	<b>25,788,910</b>
<b>Less:</b>			
Discount & allowances		(1,246,017)	(1,269,718)
<b>Net fees charged</b>		<b>27,626,045</b>	<b>24,519,192</b>

### NOTE 4: PROFIT FOR THE YEAR

Profit for the year is stated after (crediting)/charging:

	2014	2013
	\$	\$
Gain on sale of motor vehicles	24,898	677
Depreciation of plant and equipment	1,860,641	1,732,529
Interest paid or payable other than to associated entities	17,936	55,492

## NOTE 5: DONATIONS

	2014	2013
	\$	\$
<b>Donations</b>		
The Estate of the late Addy Fisher	-	3,250
The Trust Company – Abraham Rabinovitch	144,577	150,041
The Estate of the late Norman Lapin	-	431,047
Estate of the late Hans Lewin	7,969	3,118
Other	-	1,500
	3	
	152,546	588,956

## NOTE 6: CASH AND CASH EQUIVALENTS

	2014	2013
	\$	\$
Cash on hand	11,116	4,600
Cash at bank	1,330,232	941,638
Cash on deposit	234,386	7,373,988
	1,575,734	8,320,226

## NOTE 7: TRADE AND OTHER RECEIVABLES

	2014	2013
	\$	\$
<b>Current</b>		
Outstanding Fees	3,395,961	2,876,076
Less: Provision for Doubtful Debts	(2,730,249)	(2,141,578)
Total	665,712	734,498
Other Debtors	541,899	306,556
GST Recoverable	150,750	89,001
Total	1,358,361	1,130,055
<b>Non-current</b>		
Loan to associated entities	14,083,199	7,694,788
Total	14,083,199	7,694,788

All fees receivable are short term. The carrying amount of fees receivables is considered a reasonable approximation of fair value. All fees receivable have been reviewed for indicators of impairment. A provision for impairment is recognised when there is objective evidence that an individual receivable is impaired. These amounts have been included in the other expenses item.

The loan to associated entities relates to loans provided to Moriah College Building Fund and Moriah War Memorial Fund, Moriah War Memorial Jewish College Association Limited and Kehillat Moriah Incorporated. The loans are considered to be long term with no formal terms and conditions and are in substance long term investments.

**Note 7: Trade and Other Receivables continued**

**Movement in the provision for impairment of receivables is as follows:**

	Opening Balance 1/1/14	Charge for the Year	Amounts Written Off	Closing Balance 31/12/14
Current trade receivables	2,141,578	588,671	-	2,730,249
<b>Total</b>	<b>2,141,578</b>	<b>588,671</b>	<b>-</b>	<b>2,730,249</b>

	Opening Balance 1/1/13	Charge for the Year	Amounts Written Off	Closing Balance 31/12/13
Current trade receivables	1,866,218	275,360	-	2,141,578
<b>Total</b>	<b>1,866,218</b>	<b>275,360</b>	<b>-</b>	<b>2,141,578</b>

**The age of financial assets not impaired are as follows:**

	2014	2013
	\$	\$
<b>Trade debtors amounts within terms</b>		
Current or not more than 1 term	291,469	358,447
<b>Trade debtors – past due but not impaired</b>		
More than 2 terms but not more than 3 terms	79,152	63,650
More than 3 terms but not more than 4 terms	20,118	31,351
More than 4 terms	274,973	281,050
	<b>665,712</b>	<b>734,498</b>

**NOTE 8: AUDITORS' REMUNERATION**

	2014	2013
	\$	\$
<b>Remuneration of the auditor of the Company for:</b>		
- auditing the financial report	41,000	40,000
- other services	-	6,598
	<b>41,000</b>	<b>46,598</b>

**NOTE 9: OTHER ASSETS**

	2014	2013
	\$	\$
Prepayments	198,003	334,438
<b>Total</b>	<b>198,003</b>	<b>334,438</b>

## NOTE 10: PROPERTY, PLANT AND EQUIPMENT

	2014	2013			
	\$	\$			
<b>Land and buildings</b>					
<b>Land – Glenayr Avenue</b>					
At cost	427,142	427,142			
<b>Buildings – Glenayr Avenue</b>					
At cost	1,604,147	1,604,147			
Less: accumulated depreciation	(239,553)	(199,449)			
	1,364,594	1,404,698			
<b>Other building costs including WIP</b>					
At cost	7,558,583	7,110,172			
Less: accumulated depreciation	(1,584,720)	(1,161,540)			
	5,973,863	5,498,632			
Total land and buildings	7,765,599	7,780,472			
<b>Plant and equipment (including furniture &amp; fittings)</b>					
At cost	19,238,903	17,943,785			
Less: accumulated depreciation	(16,848,342)	(15,543,314)			
Total Plant and equipment	2,390,561	2,400,471			
<b>Motor vehicles</b>					
At cost	985,614	965,453			
Less: accumulated depreciation	(566,884)	(615,764)			
Total motor vehicles	418,730	349,689			
Total property, plant and equipment	10,574,890	10,530,632			
<b>a. Movements in Carrying Amounts</b>					
	\$	\$	\$	\$	\$
Balance at 1 January 2013	427,142	6,828,708	2,491,409	315,543	10,062,802
Additions	-	949,153	1,083,651	136,048	2,168,852
WIP	-	34,312	-	-	34,312
Disposals	-	-	-	(2,805)	(2,805)
Depreciation expense	-	(458,843)	(1,174,589)	(99,097)	(1,732,529)
Balance at 31 December 2013	427,142	7,353,330	2,400,471	349,689	10,530,632
Additions	-	448,411	1,295,118	223,290	1,966,819
Disposals	-	-	-	(61,920)	(61,920)
Depreciation expense	-	(463,284)	(1,305,028)	(92,329)	(1,860,641)
Carrying amount at 31 December 2014	427,142	7,338,457	2,390,561	418,730	10,574,890

## NOTE 11: TRADE AND OTHER PAYABLES

	2014	2013
	\$	\$
<b>Current</b>		
Trade creditors	202,761	270,460
Sundry payables and accrued expenses	2,919,795	1,984,124
Loans from associated entities	1,704,992	799,869
	4,827,548	3,054,453

## NOTE 12: FINANCIAL LIABILITIES

	2014	2013
	\$	\$
<b>Current</b>		
Bank loans	149,352	151,016
Hire purchase Loans	59,276	25,856
Bank bills	-	100,000
	208,628	276,872
<b>Non-current</b>		
Bank bills	-	1,055,000
Hire Purchase Loans	210,217	81,877
	210,217	1,136,877

The bank overdraft is secured by a registered mortgage over various properties owned by the College.

The Trustees of the Moriah College Building Fund have provided a mortgage of lease and a fixed & floating charge in favour of the Commonwealth Bank of Australia. The Moriah War Memorial College Association has provided unlimited guarantees and indemnities to the Commonwealth Bank of Australia in relation to the debts of The Moriah College Building Fund. The Moriah War Memorial Jewish College Association Limited has provided unlimited guarantees and indemnities to the Commonwealth Bank of Australia in relation to the debts of the Moriah War Memorial College Association. (Refer note 22).

## NOTE 13: PROVISIONS

	2014	2013
	\$	\$
<b>Current</b>		
Employee entitlements	2,590,890	1,930,264
<b>Non-Current</b>		
Employee entitlements	761,517	1,363,604
Total Provisions	3,352,407	3,293,868

## NOTE 14: OTHER LIABILITIES

	Note	2014	2013
		\$	\$
Income received in advance		748,907	633,253
		748,907	633,253



## NOTE 15: MEMBERS FUNDS

The Company is limited by guarantee and does not have any share capital. Were the Company to be wound up, the Articles of Association state that each member is required to contribute a maximum of \$10 towards meeting any outstanding obligations of the Company. As at 31 December 2014 the number of members was 1,735 (2013: 1,754).

## NOTE 16: CAPITAL EXPENDITURE COMMITMENTS

	2014	2013
	\$	\$
Estimated Capital Expenditure contracted for at balance date but not provided for:		
- payable not later than one year	-	375,000
	-	375,000

The Capital expenditure commitment for 2013 represents expenditure yet to be incurred relating to Grants approved in respect of the Secure Schools funding for both the main Queens Park Campus and the Early Learning Centres. Approximately \$375,000 was expensed during the course of 2014.

## NOTE 17: FINANCIAL INSTRUMENT

### a. Financial Risk Management Policies

The Company's financial instruments consist mainly of deposits with banks, local money market instruments, short-term investments, accounts receivable and payable, loans to and from subsidiaries, bills and leases. When managing capital, Moriah's objective is to ensure that the organisation continues as a going concern, as well as to maintain optimal benefits for stakeholders. Moriah aims to maintain a capital structure that ensures the lowest cost of capital available to the organisation.

The main purpose of non-derivative financial instruments is to raise finance for Company's operations.

The Company does not have any derivative instruments at 31 December 2014. See Note 12 for a summary of Company's financial liabilities by category.

#### *i Treasury Risk Management*

A finance and audit committee consisting of members of the Board of Management meet on a regular basis to analyse currency and interest rate exposure and to evaluate treasury management strategies in the context of the most recent economic conditions and forecasts.

The committee's overall risk management strategy seeks to assist the Company in meeting its financial targets, whilst minimising potential adverse effects on financial performance.

The finance and audit committee operates under policies approved by the board of directors. Risk management policies are approved and reviewed by the Board on a regular basis. These include credit risk policies and future cash flow requirements. The Finance and audit committee oversees how management monitors compliance with the Company's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Company.

#### *ii Financial Risk Exposures and Management*

The main risks the Company is exposed to through its financial instruments are interest rate risk, liquidity risk and credit risk.

**Interest rate risk**

Interest rate risk is the risk that the value of the financial instruments will fluctuate due to changes in market interest rates. The Company's exposure to interest rate risks and the effective interest rates of financial assets and liabilities at the balance sheet date are as follows:

	Floating Interest Rates		Non-Interest Bearing		Total		Weighted Effective Interest	
	2014	2013	2014	2013	2014	2013	2014	2013
	\$	\$	\$	\$	\$	\$	%	%
<b>Financial Assets</b>								
Cash	1,564,618	8,315,626	11,116	4,600	1,575,734	8,320,226	3.2	3.7
Receivable	-	-	1,358,361	1,130,055	1,358,361	1,130,055	Nil	Nil
<b>Total Financial Assets</b>	<b>1,564,618</b>	<b>8,315,626</b>	<b>1,369,477</b>	<b>1,134,655</b>	<b>2,934,095</b>	<b>9,450,281</b>		
<b>Financial Liabilities</b>								
Accounts Payable	-	-	4,827,548	3,054,453	4,827,548	3,054,453	Nil	Nil
Borrowings	418,845	1,413,749	-	-	418,845	1,413,749	4.8	5.1
<b>Total Financial Liabilities</b>	<b>418,845</b>	<b>1,413,749</b>	<b>4,827,548</b>	<b>3,054,453</b>	<b>5,246,393</b>	<b>4,468,202</b>		

**Foreign currency risk**

Most of Company's transactions are carried out in Australian Dollars. Exposures to currency exchange rates arise from a small amount of the Company's overseas purchases, which are primarily denominated in US-Dollars and Euro. These funds are only held in the short term and therefore the impact is considered immaterial. At 31 December 2014, the amounts in aggregate were \$359,106 (2013: \$268,042).

To mitigate the Company's exposure to foreign currency risk, the Company maintain Australian bank accounts denominated in both US-Dollars and Euro.

Foreign currency denominated financial assets and liabilities, translated into Australian Dollars at the closing rate.

**Liquidity risk**

The Company manages liquidity risk by monitoring forecast cash flows and ensuring that adequate unutilised borrowing facilities are maintained.

**Credit risk**

Credit risk is the risk of financial loss arising from another party to a contract or financial obligation. The Company's maximum exposure to credit risk is represented by the carrying amounts of the financial assets included in the balance sheet net of any provisions for doubtful accounts.

	Banks		Other		Total	
	2014	2013	2014	2013	2014	2013
	\$	\$	\$	\$	\$	\$
<b>Financial Assets</b>						
Cash	1,564,618	8,315,626	11,116	4,600	1,575,734	8,320,226
Receivable	-	-	1,358,361	1,640,273	1,358,361	1,640,273
<b>Total Financial Assets</b>	<b>1,564,618</b>	<b>8,315,626</b>	<b>1,369,477</b>	<b>1,644,873</b>	<b>2,934,095</b>	<b>9,960,499</b>

There is no material amount of collateral held as security at 31 December 2014.

Credit risk is reviewed regularly by the finance and audit committee. It arises from exposures to customers as well as through deposits with financial institutions.

The Company is exposed to a high degree of credit risk exposure from trade receivables. Trade receivables at 31 December 2014 are \$665,712 (2013: \$734,498).

**Price risk**

The Company is not exposed to any price risk.

**b. Financial Liabilities Maturity Analysis**

The tables below reflect the undiscounted contractual settlement terms for financial instruments of a fixed period of maturity, as well as management's expectations of the settlement period for all other financial instruments. As such, the amounts may not reconcile to the balance sheet.

	Current Interest rate	Current		Non-current	
	%	\$	\$	\$	\$
		Not later than 1 month	1 to 3 months	3 months to 1 year	1 to 5 years
Bank loans	2.50	18,670	37,340	93,342	-
Trade payables	-	4,827,548	-	-	-
Hire purchase loans	5.75	4,939	9,879	44,457	210,218
<b>Total</b>		<b>4,851,157</b>	<b>47,219</b>	<b>137,799</b>	<b>210,218</b>

**c. Net Fair Values**

For other assets and other liabilities the net fair value approximates their carrying value.

Aggregate net fair values and carrying amounts of financial assets and financial liabilities at balance date.

	2014		2013	
	Carrying Amount \$	Net Fair Value \$	Carrying Amount \$	Net Fair Value \$
<b>Financial assets</b>				
Loans and receivables	1,358,361	1,358,361	1,130,055	1,130,055
	1,358,361	1,358,361	1,130,055	1,130,055
<b>Financial liabilities</b>				
Bank bills secured	-	-	1,155,000	1,155,000
Bank loan secured	149,352	149,352	151,016	151,016
Trade and other payables	4,827,548	4,827,548	3,054,453	3,054,453
Hire Purchase Loans	269,493	269,493	107,733	107,733
	5,246,393	5,246,393	4,468,202	4,468,202

**NOTE 18: CONTINGENT LIABILITIES**

The Company is liable by virtue of existing cross guarantees for the debts incurred by the Moriah College Building Fund, the Moriah War Memorial Fund and The Moriah War Memorial Jewish College Association Limited, which are secured through registered mortgages over various College properties.

As noted at Note 12, the Moriah War Memorial College Association has provided unlimited guarantees and indemnities to the Commonwealth Bank of Australia in relation to the debts of The Moriah College Building Fund. The Moriah War Memorial Jewish College Association Limited has provided unlimited guarantees and indemnities to the Commonwealth Bank of Australia in relation to the debts of the Moriah War Memorial College Association.

On 17 February 2014, all of the existing secured Bank Loans and Bank Bills were repaid to the Entity's former bankers, Westpac Banking Corporation. As part of the new Funding Agreement with The Commonwealth Bank of Australia, the Moriah War Memorial College Association has provided unlimited guarantees and indemnities to it in relation to the debts of The Moriah College Building Fund. The Moriah War Memorial Jewish College Association Limited has provided unlimited guarantees and indemnities to The Commonwealth Bank of Australia in relation to the debts of the Moriah War Memorial College Association. The amount of the new facility subject to this new Agreement is a maximum borrowing of \$31,400,000.

**NOTE 19: LEASE COMMITMENTS**

The College is committed to rent and outgoings for the year 2015 in the net amount of approximately \$206,700 on the land occupied by the John I Einfeld AM Preschool Campus in Randwick that is owned by Sir Moses Montefiore Jewish Home. There is no lease agreement in place, therefore, no committed liability exists for periods greater than 1 year.

## NOTE 20: RELATED PARTY DISCLOSURES

The Directors of Moriah War Memorial College Association during the financial year were:

Mr G Friede	Mr M Schneider ( <i>retired May 2014</i> )
Dr S Morris	Mr J Fridman
Ms M Sonnabend	Mrs L Ehrlich
Mr O Freedman	Mr A Gelman
Mr R Goot AM SC ( <i>resigned May 2014</i> )	Mr S Jankelowitz
Mrs J Lowy	Mr G Sher
Mrs T Solsky	Mr M Weininger
Mr S Wilkenfeld	

The following related party transactions occurred during the financial year.

Fees (and other revenue) were received by the Company from the Directors of the Company under normal terms and conditions.

An interest free loan of \$13,199,596 (2013: \$7,656,124) has been provided to the Moriah College Building Fund. These funds have been provided to the Building Fund to meet its financial obligations from prior years' construction of the new Primary School on the Queens Park Campus.

There are spouses of Directors of the Company who are employed by the College in the ordinary course of its activities.

In 2014 no directors (2013: no Directors) have received or become entitled to receive a benefit, by reason of a contract made by the Company or a Related Corporation with the Directors or with a firm of which they are a member or a director, or with a Company in which they have a substantial financial interest undertaken in the normal course of business at or less than competitive rates.

During the normal course of business, loans are made to and from Moriah War Memorial Jewish College Association Limited. These loans are free of interest and payable on demand. As at 31 December 2014, the amount payable on this loan was \$1,704,992 (2013: \$799,869). As at 31 December 2014, there was a loan receivable from Kehillat Moriah Incorporated in the amount of \$883,604 (2013: \$38,662).

An interest free loan of \$13,199,596 (2013: \$7,656,124) has been provided to the Moriah College Building Fund. These funds have been provided to the Building Fund to meet its financial obligations from prior years' construction of the new Primary School on the Queens Park Campus.

During 2014, a management fee of \$658,652, (2013 \$133,409) was paid to The Moriah War Memorial Jewish College Association Limited. This fee has been calculated on the basis of an agreed formula between the entities.

The following remuneration has been paid in aggregate to the key management personnel of the Company during the year.

Key Management Personnel Remuneration (Short-Term benefits)					
	Salary	Non-cash benefit	Superannuation	Termination	Total
	\$	\$	\$	\$	\$
<b>2014</b>	881,969	36,000	91,536	66,163	1,075,688
<b>2013</b>	1,049,704	46,500	98,072	-	1,194,276

Non-cash benefit relates to motor vehicles provided to key management personnel.

## NOTE 21: CASH FLOW INFORMATION

Reconciliation of Cash Flow from Operations with (Loss)/ Profit after Income Tax	2014 \$	2013 \$
(Loss)/Profit after income tax	(1,172,336)	1,347,715
<b>Non-cash flows in profit</b>		
Depreciation	1,860,641	1,732,529
(Gain)/Loss on sale of motor vehicles	(24,898)	2,805
<b>Changes in assets and liabilities, net of the effects of purchase and disposal of subsidiaries</b>		
(Increase) in trade and other debtors	(228,306)	(31,162)
Increase in creditors and accruals	1,687,760	1,324,552
Increase/ (Decrease) in provisions	58,539	(590,529)
Decrease/ (increase) in other current assets	136,435	(129,809)
Increase/ (Decrease) in other liabilities	115,654	(533,655)
	2,433,489	3,122,446

## NOTE 22: EVENTS AFTER THE BALANCE SHEET DATE

No matters or circumstances have arisen since the end of the year which significantly affected or may significantly affect the operation of the Company, the results of those operations, or the state of affairs of the Company in future years, other than the following:

## NOTE 23: CAPITAL MANAGEMENT

Management controls the capital of the entity to ensure that adequate cash flows are generated to fund operations. The finance committee ensures that the overall risk management strategy is in line with this objective.

The Finance Committee operates under policies approved by the Board of Directors. Risk management policies are approved and reviewed by the Board on a regular basis.

The entity's capital consists of financial liabilities, supported by financial assets. Management effectively manages the entity's capital by assessing the entity's financial risks and responding to changes in these risks and in the market. There have been no changes to the strategy adopted by management to control the capital of the entity since the previous year.

## NOTE 24 COMPANY DETAILS

The registered office and principal place of business of the Company is:

Moriah War Memorial College Association  
The Henry Roth Administration Building  
Queens Park Road  
Bondi Junction NSW 2022

# Responsible Entities' declaration

The Responsible Entities' of the Company declare that:

1. The financial statements and notes, as set out on pages 102 to 117, are in accordance with the Australian Charities and Not for Profit Commission Act 2012:
  - a) comply with Accounting Standards and the Corporations Regulations 2001; and
  - b) give a true and fair view of the financial position as at 31 December 2014 and of the performance for the year ended on that date of the Company; and
2. In the Responsible Entities' opinion there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Responsible Entities and is signed for and on behalf of the Directors by:

  
G. FRIEDE  
President

  
J. FRIDMAN  
Treasurer

Dated 28 April 2015



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Sydney NSW 2000

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## **Independent Auditor's Report To the Members of Moriah War Memorial College Association**

We have audited the accompanying financial report of Moriah War Memorial College Association (the "Group"), which comprises the consolidated statement of financial position as at 31 December 2014, the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information and the directors' declaration.

### **Directors' responsibility for the financial report**

The Directors of the Group are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the Australian Charities and Not-for-profits Commission Act 2012. The Directors' responsibility also includes such internal control as the Directors 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.

### **Auditor's responsibility**

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require us to comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error.

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In making those risk assessments, the auditor considers internal control relevant to the Group's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Directors, as well as evaluating the overall presentation of the financial report.

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

#### **Independence**

In conducting our audit, we have complied with the independence requirements of the Accounting Professional and Ethical Standards Board and the Australian Charities and Not-for-profits Commission Act 2012.

#### **Auditor's opinion**

In our opinion:

- a the financial report of Moriah War Memorial College Association is in accordance with the Australian Charities and Not-for-profits Commission Act 2012, including giving a true and fair view of the financial position as at 31 December 2014 and of its performance for the year ended on that date; and
- b complying with Australian Accounting Standards and the Australian Charities and Not-for-profits Commission Regulation 2013.

GRANT THORNTON AUDIT PTY LTD  
Chartered Accountants

A J Archer  
Partner - Audit & Assurance

Sydney, 28 April 2015



# The Moriah War Memorial Jewish College Association Limited

**Financial report for the year ended 31 December 2014**

**ACN 003 214 560**

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# Responsible Entities' report

Your Responsible Entities' present their report on the company for the financial year ended 31 December 2014. This report deals with then the term Responsible Entities' and Directors interchangeably.

## Directors

The names of the directors in office at any time during or since the end of the year are:

Mr G Friede	Mr M Schneider ( <i>retired May 2014</i> )
Dr S Morris	Mr J Fridman
Ms M Sonnabend	Mrs L Ehrlich
Mr O Freedman	Mr A Gelman
Mr R Goot AM SC ( <i>resigned May 2014</i> )	Mr S Jankelowitz
Mrs J Lowy	Mr G Sher
Mrs T Solsky	Mr M Weininger

Mr S Wilkenfeld

Directors have been in office since the start of the financial year to the date of this report, unless otherwise stated.

## Legal structure

The Company is incorporated under the Corporations Act 2001 and is a Company limited by guarantee. If the Company is wound up, the constitution states that each member is required to contribute a maximum of \$10 each towards meeting any outstanding obligations of the entity. At 31 December 2014 the collective liability of members was \$17,350 (2013: \$17,510).

## Principal Activities

The principal activities of the Company during the year were that of conducting a school and early years learning.

## Short and long term objectives

Moriah College provides high quality secular and Jewish educational experiences, from the early childhood centre and Long Day Care to Year 12, across its Early Childhood Centre, three Early Learning Centres, Primary, and High Schools, for the Jewish community.

The long-term objectives of Moriah College are based on sustainability and continuity. The College does this by building upon the traditions of the past to meet the expectations and aspirations of its key stakeholders – parents, students and the broader Jewish Community, through the development and growth of:

- A key partnership between the College and Parents that facilitates children being individually supported to achieve their best.
- Resilient and confident citizens and life-long learners who strive to achieve their personal best and feel secure with their Jewish identity.
- Community confidence that the College represents the values of the Jewish Community and develops future leaders of both the Jewish and broader Australian communities.

## Strategy for achieving these objectives

The College focuses on the following key elements in strategic planning to meet both its short and long term objectives.

1. **Excellence in teaching and learning** through the development and implementation of quality teaching & learning practices for the 21st century.
2. **Student growth and well-being** by creating an atmosphere where students can maximise their potential as students and citizens with regard to their natural abilities.
3. **Our Jewish ethos** by creating a Jewish Learning Experience that provides our students with opportunities to be informed, committed and respectful members of the Jewish community; with a positive Jewish identity; and to provide opportunities for religious practice to students across the full gamut of the Modern Orthodox spectrum.
4. **Parent and Community Partnership** through the development and implementation of effective communication strategies with key stakeholders, that promotes a culture of respect, trust and co-operation.
5. **Our Staff** through the recruitment and retention of engaged and committed staff who are supported by professional development and active participation in the Quality Teacher Development and Review program. We are actively seeking out and cultivating Jewish studies and Hebrew staff to ensure the maintenance of high quality Jewish education.
6. **Our Facilities and Learning Environment** by providing and maintaining well-resourced spaces to support collaborative Jewish and secular teaching & learning. Increasingly our learning environment is moving towards more widespread usage of technology and the need to provide on-line access to contemporary teaching and learning resources.
7. **Financial Performance** with a focus on long-term financial strength to ensure sustainability and affordability which are particularly relevant to the ideals of the College to provide community access to high quality Jewish and secular education.

### **Measurement of performance, including key performance indicators**

Our objectives are measured through a series of external reporting mechanisms to the NSW and Federal Governments in which we report against specific outcomes for targeted funding to meet the educational and resource needs of children with learning enhancement requirements; provide statistical data on financial, staffing and grant funding aspects, as well as specific programs such as the Digital Education Revolution (DER) and the Building the Education Revolution (BER) which provided funding to be expended against approved projects.

The College also provides information on its business operation to the Jewish Communal Appeal, as part of the annual submission process for allocation of additional funds to support the College providing financial assistance to families experiencing financial difficulties and for the support of special needs education to the growing population of children across the College, with diagnosed disabilities and learning support needs.

The College is also inspected on a regular basis by the NSW Board of Studies (BOS) to ensure compliance with the syllabus and operational requirements for educational delivery, leading to ongoing registration.

Educational performance is measured at a State and National level through the NSW School and Higher School Certificates and the NAPLAN tests for Years 3, 5, 7 and 9. These results are reported to the College and general community through College based communication channels and on the MySchool website developed by the Australian Curriculum Assessment and Reporting Authority (ACARA).

The College has developed a three year Strategic Plan that was implemented during 2012. This plan provided not only the detailed strategic initiatives around the seven areas of focus, but also detail metrics which provide additional performance measurement and reporting mechanisms.

### **Operating results**

The Company made a profit for the year of \$ nil (2013: \$ nil).

### **Review of operations**

A detailed review of the operations of the College is contained in the President's Report and the College Principal's Report, included in the full annual report.

### **Significant changes in state of affairs**

There were no significant changes in the state of affairs of the Company that occurred during the year.

### **After balance date events**

No matters or circumstances have arisen since the end of the year which significantly affected or may significantly affect the operation of the Company, the results of those operations, or the state of affairs of the Company in future years.

## Directors' Qualifications

---

**Giora Friede  
(President)**

Qualifications: B Econ Sc  
Board Member since 1999  
Honorary Secretary 2008 – May 2011  
Vice President May 2011- November 2012  
President since November 2012  
Director

**Mark Schneider  
(Immediate Past President)**

Qualifications: B E (Hons), B Sc, ASIA.  
Board Member May 1994 – May 2014  
Honorary Secretary 1997 – 1998  
Honorary Treasurer 1998 – 2001  
Vice President 2001 – 2005  
President 2005 – 2008  
Immediate Past President 2008 – 2011  
President May 2011 (*resigned October 2012*)  
Immediate Past President November 2012 – May 2014 (*retired*)  
Investment Banker

---

**Suzanne Morris  
(Deputy President)**

Qualifications: PhD, UNSW;  
BSc (Psychology) Hons I,  
UNSW; BSc (Medicine), UNSW  
Board Member since May 2008  
Assistant Secretary June 2010 – May 2011  
Honorary Secretary May 2011 – May 2012  
Vice President May 2012 – May 2014  
Deputy President since May 2014  
University Lecturer

**Joseph Fridman  
(Treasurer)**

Qualifications: B Com (Honours), Australian Chartered  
Accountant, MBA  
Board member since May 2011  
Treasurer since May 2014  
Chief Executive Officer

---

**Miri Sonnabend  
(Honorary Secretary)**

Qualifications: BA (Hons), LLB  
Board member since May 2012  
Assistant Secretary May 2013 – May 2014  
Honorary Secretary since May 2014  
Solicitor

**Lauren Ehrlich  
(P&F President) since May 2012**

Qualifications: BA Visual Arts, SCAE Graduate Diploma  
Secondary Education, Syd  
Board Member May 2012 – May 2014

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**Oliver Freedman**

Qualifications: BSc (Psych.), Hons and Masters of Applied  
Psychology  
Board member since May 2010  
Vice President May 2013 – May 2014  
Honorary Secretary May 2012 – May 2014  
Managing Director

**Alex Gelman**

Qualifications: BCom MCom CPA MACS  
Board member since May 2011  
Technology Strategist | Partner

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**Robert Goot AM SC**

Board Member 1984 – 1996  
Vice President 1986 – 1987  
President 1989 – 1996  
Immediate Past President 1996 - 1998  
Life Patron since 1998  
Trustee since 2002  
Board Member May 2012 – May 2014  
(*resigned May 2014*)  
Barrister and Senior Counsel

**Stephen Jankelowitz**

Qualifications: B Com, CA  
Board Member since 2007  
Honorary Treasurer May 2008 – May 2014  
Chartered Accountant and Chief Executive Officer

---

**Judy Lowy**

Qualifications: BA (UNSW)  
Board Member since May 2008  
Foundation President since its inception  
Company Director

**Gavin Sher**

Qualifications: B.Com, H Dip Acc, CA(SA)  
Board member since May 2012  
Group Accountant

---

**Terri Solsky**

Qualifications: B. Comm (UNSW)  
Board member since May 2011

**Marc Weininger**

Qualifications: B.Com, M.Com, CFP  
Board member since May 2013  
Financial Planner / Own Business

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**Simon Wilkenfeld**

Qualifications: BCom (UNSW)  
Major: Accounting, Finance and Systems  
Board member since May 2011  
Managing Director

---

## Meetings of Directors

During the financial year, 15 meetings of directors were held. Attendances by each director during the year were as follows:

SCHEDULE OF ATTENDANCES AT MEETINGS DURING 2014		
BOARD MEETINGS		
NAME	ELIGIBLE TO ATTEND	ATTENDED
Friede, G	15	14
Schneider, M	4	2
Morris, S	15	12
Fridman, J	15	12
Sonnabend, M	15	13
Ehrlich, L	4	3
Freedman, O	15	10
Gelman, A	15	12
Goot AM, SC, R	4	2
Jankelowitz, S	15	12
Lowy, J	15	12
Sher, G	15	13
Solsky, T	15	12
Weininger, M	15	15
Wilkenfeld, S	15	11

## Environmental issues

The Company's operations are not regulated by any significant environmental regulation under a law of the Commonwealth or of a State or Territory of Australia.

## Dividends

No dividends have been paid or will be paid. The Memorandum and Articles of Association do not permit any profits to be distributed by way of a dividend.

# Auditor's independence declaration

A copy of the auditor's independence declaration as required under Section 60-40 of the Australian Charities and not for profit Commission act 2012 is set out on page 127.

Signed in accordance with a resolution of the Board of Directors, 28 April 2015:

  
G. FRIEDE  
President

  
J. FRIDMAN  
Treasurer



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Sydney NSW 2000

Correspondence to:  
Locked Bag Q800  
QVB Post Office  
Sydney NSW 1230

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E [info.nsw@au.gt.com](mailto:info.nsw@au.gt.com)  
W [www.grantthornton.com.au](http://www.grantthornton.com.au)

**Auditor's Independence Declaration  
To the Directors of Moriah War Memorial Jewish College Association  
Limited**

In accordance with the requirements of section 60-40 of the Australian Charities and Not-for-profits Commission Act 2012, as lead auditor for the audit of The Moriah War Memorial Jewish College Association Limited for the year ended 31 December 2014, I declare that, to the best of my knowledge and belief, there have been no contraventions of any applicable code of professional conduct in relation to the audit.

A handwritten signature in blue ink that reads "Grant Thornton".

GRANT THORNTON AUDIT PTY LTD  
Chartered Accountants

A handwritten signature in blue ink that reads "A J Archer".

A J Archer  
Partner - Audit & Assurance

Sydney, 28 April 2015

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Liability limited by a scheme approved under Professional Standards Legislation. Liability is limited in those States where a current scheme applies.

# Statement of profit or loss and other comprehensive income

For the year ended 31 December 2014

	Note	2014 \$	2013 \$
Fees Charged	3	8,136,103	6,878,564
Sundry Income		109,145	205,451
Jewish Communal Appeal	3	1,125,764	989,852
Donations	3	71,777	65,198
Contribution from Moriah War Memorial College Association for services rendered		685,652	133,409
<b>Total income</b>		<b>10,128,441</b>	<b>8,272,474</b>
Employee benefit expense (teaching staff)		(5,209,329)	(4,438,887)
Employee benefit expense (non-teaching staff)		(1,208,147)	(1,024,543)
Expenses & materials		(1,321,650)	(830,578)
Staff expenses		(814,886)	(597,726)
Financial costs		(46,300)	(56,724)
Building & grounds expense		(884,483)	(818,129)
Other expenses		(643,646)	(505,887)
<b>Total expenses</b>		<b>(10,128,441)</b>	<b>(8,272,474)</b>
<b>Profit for the year</b>		<b>-</b>	<b>-</b>
Other comprehensive income:		-	-
<b>Total comprehensive income for the year</b>		<b>-</b>	<b>-</b>

These financial statements should be read in conjunction with the accompanying notes.



## Statement of financial position

As at 31 December 2014

	Note	2014 \$	2013 \$
<b>Current assets</b>			
Cash and cash equivalents	6	265,300	103,449
Trade & other Receivables	7	1,704,992	807,144
<b>Total assets</b>		<b>1,970,292</b>	<b>910,593</b>
<b>Current liabilities</b>			
Loans from associated entities	8	901,094	-
Trade and other payables	8	191,918	167,719
Employee entitlements	9	693,051	604,756
<b>Total current liabilities</b>		<b>1,786,063</b>	<b>772,475</b>
<b>Non-current Liabilities</b>			
Employee entitlements	9	184,229	138,118
<b>Total non-current liabilities</b>		<b>184,229</b>	<b>138,118</b>
<b>Total liabilities</b>		<b>1,970,292</b>	<b>910,593</b>
Net assets		-	-
<b>Total equity</b>		<b>-</b>	<b>-</b>

These financial statements should be read in conjunction with the accompanying notes.

## Statement of changes in equity

For the year ended 31 December 2014

	Retained Earnings	Total
	\$	\$
<b>Balance at 1 January 2013</b>	-	-
Total comprehensive income for the year	-	-
<b>Balance at 31 December 2013</b>	-	-
<b>Balance at 1 January 2014</b>	-	-
Total comprehensive income for the year	-	-
<b>Balance at 31 December 2014</b>	-	-

These financial statements should be read in conjunction with the accompanying notes.

## Statement of cash flows

For the year ended 31 December 2014

	Note	2014	2013
		\$	\$
<b>Cash flow from operating activities</b>			
Receipts from Parents and Donations		7,238,255	7,011,988
Receipts from Jewish Communal Appeal		1,125,764	1,055,050
Interest received		41,923	72,027
Interest paid		(46,300)	(13,540)
Other income		824,651	133,409
Payments to suppliers and employees		(9,923,536)	(8,155,485)
Net cash (used in)/ provided by operating activities	16	(739,243)	103,449
<b>Cash flow from financing activities</b>			
Loans from/(to) related parties		901,093	(188,278)
Net cash provided/(used in) financing activities		901,093	(84,829)
Net Increase/(Decrease) in cash and cash equivalents held		161,851	(84,829)
Cash and cash equivalents at beginning of financial year		103,449	188,278
Cash and cash equivalents at end of financial year	6	265,300	103,449

These financial statements should be read in conjunction with the accompanying notes.

# Notes to the financial statements

For the year ended 31 December 2014

## NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

### Basis of preparation

The financial report is a general purpose financial report that has been prepared in accordance with the Australian Accounting Standards, Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards and Australian Charities and not for profit Commission Act 2012.

The Company is domiciled in New South Wales, Australia. It is a company not for gain, limited by guarantee.

The financial report complies with Australian Accounting Standards. A statement of compliance with International Financial Reporting Standards cannot be made due to the company applying for the not-for-profit sector specific requirements contained in the Australian Accounting Standards.

The financial report has been prepared on an accruals basis and is based on historical costs, modified where applicable by the measurement at fair value of selected non-current assets, financial assets and financial liabilities. All amounts have been presented in Australian dollars which is the Company's functional and presentation currency, unless otherwise stated.

The financial statements for the year ended 31 December 2014 were approved and authorised for issue by the Board of Directors on 28 April 2015.

The accounting policies have been consistently applied, unless otherwise stated. The following is a summary of the significant accounting policies adopted in the preparation of the accounts.

### Future Change in Accounting Standards

The AASB has issued new, revised and amended standards and interpretations that have mandatory application dates for future reporting periods. The Company has considered all pending Australian Accounting Standards issued up to the current reporting date and believe that they have no significant impact on future financial statements.

#### a. Revenue

Revenue is measured at the fair value of the consideration received or receivable after taking into account any discounts allowed.

Fee income is recognised as revenue when the services are delivered.

Contributions (including donations and government grants) received or receivable are recognised as revenue when the company obtains control of the contribution or the right to receive the contribution, when it is probable that the economic benefits comprising the contribution will flow to the entity and the amount of the contribution can be measured reliably.

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

All revenue is stated net of the amount of goods and services tax (GST).

#### b. Employee Benefits

Provision is made for the Company's liability for employee benefits arising from services rendered by employees to balance date by Moriah War Memorial College Association, and is therefore shown in the financial statements of that entity. Employee benefits that are expected to be wholly settled within one year have been measured at the amounts expected to be paid when the liability is settled, plus related on-costs. Employee benefits payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those benefits using the government bond rate that represents expected payment.

Contributions are made by the company to an employee Superannuation Fund and are charged as expenses when incurred. The company has no legal obligation to cover any shortfall in the fund's obligation to provide benefits to employees on retirement.

#### c. Cash and Cash Equivalents

For the purposes of the statement of cash flows, cash includes cash in hand and in banks net of outstanding bank overdrafts.

Bank overdrafts are shown within financial liabilities in current liabilities on the statement of financial position.

#### d. Financial Instruments

##### Recognition and Initial Measurement

Financial instruments, incorporating financial assets and financial liabilities, are recognised when the entity becomes a party to the contractual provisions of the instrument. Trade date accounting is adopted for financial assets that are delivered within timeframes established by marketplace convention.

Financial instruments are initially measured at fair value plus transactions costs where the instrument is not classified as at fair value through profit or loss. Transaction costs related to instruments classified as at fair value through profit or loss are expensed to profit or loss immediately. Financial instruments are classified and measured as set out below.

##### Derecognition

Financial assets are derecognised where the contractual rights to receipt of cash flows expires or the asset is transferred to another party whereby the entity no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised where the related obligations are either discharged, cancelled or expire.

The difference between the carrying value of the financial liability extinguished or transferred to another party and the fair value of consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

#### **Classification and Subsequent Measurement**

##### **i. Loans and receivables**

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost using the effective interest rate method.

##### **e. Goods and Services Tax**

Revenues, expenses, assets and liabilities are recognised net of the amount of Goods and Services Tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation 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. The net amount of GST recoverable from or payable to the taxation authority is included as a current asset or a current liability in the Statement of Financial Position.

Cash flows are presented in the Statement of Cash Flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

##### **f. Provisions**

Provisions are recognised when the group has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

##### **g. Borrowing Costs**

All other borrowing costs are recognised in income in the period in which they are incurred.

##### **h. Comparative Figures**

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

##### **i. Going Concern**

The directors of the company have prepared the financial statements on a going concern basis notwithstanding the net assets of the company being nil. The Company, as required, receives support from Moriah War Memorial College Association to cover any shortfall in operating expenditure over revenue received.

##### **j. Critical Accounting Estimates and Judgements**

Information about estimates and assumptions that have the most significant effect on recognition and measurement of assets, liabilities, income and expenses is provided below. Actual results may be substantially different.

##### **Provision for Impairment of Receivables**

Included in accounts receivable at 31 December 2014 are amounts that may not be recoverable. A provision for impairment has been made for \$nil.

##### **Long Service Leave**

The liability for long service leave is recognised and measured at the present value of the estimated cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases through promotion and inflation have been taken into account.

## **NOTE 2: INCOME TAX**

The Company is exempt from liability to pay income tax under the provisions of the Income Tax Assessment Act.

## **NOTE 3: REVENUE**

	2014	2013
	\$	\$
Tuition fees	9,900,506	8,445,771
Compulsory charges	621,405	477,662
<b>Total gross fees</b>	<b>10,521,911</b>	<b>8,923,433</b>
Less:		
Discount & allowances	(301,136)	(331,146)
Subsidies	(2,084,672)	(1,713,723)
<b>Net fees charged</b>	<b>8,136,103</b>	<b>6,878,564</b>
Jewish Communal Appeal	1,125,764	989,852
Donations	71,777	65,198
<b>Total other revenue</b>	<b>1,197,541</b>	<b>1,055,050</b>

#### NOTE 4: REMUNERATION OF DIRECTORS

No remuneration was paid to any of the Directors.

#### NOTE 5: AUDITOR'S REMUNERATION

	2014	2013
	\$	\$
<b>Remuneration of the auditor of the Company for:</b>		
- auditing the financial report	15,900	15,402
	15,900	15,402

#### NOTE 6: CASH AND CASH EQUIVALENTS

	2014	2013
	\$	\$
Cash at bank	265,300	103,449

#### NOTE 7: TRADE AND OTHER RECEIVABLES

	2014	2013
	\$	\$
Trade and other receivables	-	7,275
Loans to associated entities	1,704,992	799,869
	1,704,992	807,144

#### NOTE 8: TRADE AND OTHER PAYABLES

	2014	2013
	\$	\$
<b>Current</b>		
Loans from associated entities	901,094	-
Sundry Payables and Accrued Expenses	191,918	167,719
	1,093,012	167,719

#### NOTE 9: PROVISIONS

	2014	2013
	\$	\$
<b>Current</b>		
Employee entitlements	693,051	604,756
<b>Non-Current</b>		
Employee entitlements	184,229	138,118
Total Provisions	877,280	742,874

## NOTE 10: DIVIDENDS

No dividends have been paid or will be paid.

## NOTE 11: MEMBERS FUNDS

The Company is limited by guarantee and does not have any share capital. Were the company to be wound up, the Articles of Association state that each member is required to contribute a maximum of \$10 each towards meeting any outstanding obligations of the company. At 31 December 2014 the number of members was 1,735 (2013:1,757).

## NOTE 12: CONTINGENT LIABILITIES

The Company is liable by virtue of existing cross guarantees for the debts incurred by the Moriah College Building Fund and the Moriah War Memorial Fund, and the Moriah War Memorial College Association, which are secured through registered mortgages over various College properties. Effective 17 February, 2014, the amount of the debts covered by these cross guarantees increased to \$31,400,000.

The Moriah War Memorial Jewish College Association Limited has provided unlimited guarantees and indemnities to Commonwealth Bank of Australia on 17 February 2014.

## NOTE 13: EVENTS SUBSEQUENT TO BALANCE DATE

No matters or circumstances have arisen since the end of the year which significantly affected or may significantly affect the operation of the Company, the results of those operations, or the state of affairs of the Company in future years, other than the following:

## NOTE 14: RELATED PARTY DISCLOSURES

The Directors of The Moriah War Memorial Jewish College Association Limited during the financial year were:

Mr G Friede	Mr M Schneider (retired May 2014)
Dr S Morris	Mr J Fridman
Ms M Sonnabend	Mrs L Ehrlich
Mr O Freedman	Mr A Gelman
Mr R Goot AM SC (resigned May 2014)	Mr S Jankelowitz
Mrs J Lowy	Mr G Sher
Mrs T Solsky	Mr M Weininger
Mr S Wilkenfeld	

The following related party transactions occurred during the financial year.

Fees (and other revenue) were received by the Company from the Directors of the Company and Director related entities under normal terms and conditions.

There are spouses of Directors of the Company who are employed by the College in the ordinary course of its activities.

As at 31 December 2014, there was a loan receivable from Moriah War Memorial College Association amounting to \$1,704,992 (2013: \$799,869).

A management fee of \$685,652, (2013: \$133,409), has been received by The Moriah War Memorial Jewish College Association Limited from Moriah War Memorial College Association, for services rendered during the year. This fee has been calculated on the basis of an agreed formula between the entities.

A management fee of \$901,093, (2013: \$688,483), has been paid by The Moriah War Memorial Jewish College Association Limited to the Kehillat Moriah Incorporated, for services rendered during the year. This fee has been calculated on the basis of an agreed formula between the entities.

The following remuneration has been paid in aggregate to the key management personnel of the company during the year.

<b>Key Management Personnel Remuneration (Short-Term benefits)</b>					
	<b>Salary</b>	<b>Non-cash benefit</b>	<b>Superannuation</b>	<b>Termination</b>	<b>Total</b>
	\$	\$	\$	\$	\$
<b>2014</b>	344,442	9,000	32,869	27,481	413,792
<b>2013</b>	390,373	13,500	35,868	-	439,741

Non-cash benefit relates to motor vehicles provided to key management personnel.

### **NOTE 15: CAPITAL MANAGEMENT**

Management controls the capital of the entity to ensure that adequate cash flows are generated to fund operations. The finance committee ensures that the overall risk management strategy is in line with this objective.

The Finance Committee operates under policies approved by the Board of Directors. Risk management policies are approved and reviewed by the Board on a regular basis.

The entity's capital consists of financial liabilities, supported by financial assets. Management effectively manages the entity's capital by assessing the entity's financial risks and responding to changes in these risks and in the market. There have been no changes to the strategy adopted by management to control the capital of the entity since the previous year.

### **NOTE 16: CASH FLOW INFORMATION**

<b>Reconciliation of Cash Flow from Operations with Profit after Income Tax</b>	<b>2014</b>	<b>2013</b>
	\$	\$
Profit after income tax	-	-
(Increase) in trade and other debtors	(897,848)	(807,144)
Increase in creditors and accruals	24,199	167,719
Increase in provisions	134,406	742,874
<b>Net cash provided by operations</b>	<b>(739,243)</b>	<b>103,449</b>

### **NOTE 17: COMPANY DETAILS**

The registered office and principal place of business of the Company is:

The Moriah War Memorial Jewish College Association Limited  
The Henry Roth Administration Building  
Queens Park Road  
Bondi Junction NSW 2022



# Responsible Entities' declaration

The Responsible Entities' of the Association declare that:

1. The financial statements and notes, as set out on pages 128 to 136, are in accordance with the Australian Charities and Not for Profit Commission Regulation 2013:
  - a comply with Accounting Standards and the Australian Charities and Not for Profit Commission Regulation 2013; and
  - b give a true and fair view of the financial position as at 31 December 2014 and of the performance for the year ended on that date of the association; and
2. In the directors' opinion there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of responsible Entities' and is signed for and on behalf of the Directors by:

  
**G. FRIEDE**  
President

  
**J. FRIDMAN**  
Treasurer



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W [www.grantthornton.com.au](http://www.grantthornton.com.au)

## **Independent Auditor's Report To the Members of The Moriah Jewish College Association Limited**

We have audited the accompanying financial report of The Moriah Jewish College Association Limited (the "Company"), which comprises the statement of financial position as at 31 December 2014, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information and the directors' declaration of the company .

### **Directors' responsibility for the financial report**

The Directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the Australian Charities and Not-for-profits Commission Act 2012. The Directors' responsibility also includes such internal control as the Directors 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.

### **Auditor's responsibility**

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require us to comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error.

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Liability limited by a scheme approved under Professional Standards Legislation. Liability is limited in those States where a current scheme applies.

In making those risk assessments, the auditor considers internal control relevant to the Company's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Directors, as well as evaluating the overall presentation of the financial report.

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

**Independence**

In conducting our audit, we have complied with the independence requirements of the Accounting Professional and Ethical Standards Board and the Australian Charities and Not-for-profits Commission Act 2012.

**Auditor's opinion**

In our opinion:

- a the financial report of The Moriah Jewish College Association Limited is in accordance with the Australian Charities and Not-for-profits Commission Act 2012, including giving a true and fair view of the Company's financial position as at 31 December 2014 and of its performance for the year ended on that date; and
- b complying with Australian Accounting Standards and the Australian Charities and Not-for-profits Commission Regulation 2013.



GRANT THORNTON AUDIT PTY LTD  
Chartered Accountants



A J Archer  
Partner - Audit & Assurance

Sydney, 28 April 2015

# Moriah College Building Fund & Moriah War Memorial Fund Trustee

Financial report for the year ended 31 December 2014

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# Statement of profit or loss and other comprehensive income

For the year ended 31 December 2014

	2014	2013
	\$	\$
Profit before income tax	-	-
Income tax expense	-	-
<hr/>		
Profit after income tax	-	-
Other comprehensive income	-	-
<hr/>		
Total comprehensive income for the year	-	-

These financial statements should be read in conjunction with the accompanying notes.

# Statement of financial position

As at 31 December 2014

	2014	2013
	\$	\$
<b>Current assets</b>		
Cash and cash equivalents	-	-
Total current assets	-	-
Total assets	-	-
Net assets	-	-
<b>Equity</b>		
Issued Capital	-	-
Total equity	-	-

These financial statements should be read in conjunction with the accompanying notes.

# Notes to financial statements

**For the year ended 31 December 2014**

## NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

This financial report is a special purpose financial report prepared for use by the trustees. The trustees have determined that it is not a reporting entity.

The Trust Funds are domiciled in Australia.

### Basis of preparation

The financial report has been prepared in accordance with the following Australian Accounting Standards.

AASB 101:	Presentation of Financial Statements
AASB 110:	Events after the Balance Sheet Date
AASB 1031:	Materiality

## NOTE 2: TRUST LIABILITIES AND RIGHT OF INDEMNITY

The trustees act solely as trustee of the trusts and liabilities have been incurred on behalf of that trust in the trustees capacity as trustee.

Liabilities incurred on behalf of the trust are not recognised in the financial report when it is not probable that the trustee will have to meet any of those trust liabilities from its own resources. When it is probable that the trustees will have to meet some trust liabilities a liability for the Deficiency in Trust Right of Indemnity is brought to account. Details of the trust liabilities, the offsetting right of indemnity and any deficiency in the right of indemnity are disclosed by way of note to the financial statements.

Liabilities of the Trustees for Moriah College Building Fund and Moriah War Memorial Fund not recorded in the financial statements of the trustees were:

		2014	2013
		\$	\$
<b>Current liabilities</b>			
Financial liabilities	4	-	2,078,680
Other liabilities	5	20,380	3,258,558
<b>Total current liabilities</b>		<b>20,380</b>	<b>5,337,238</b>
<b>Non-current liabilities</b>			
Financial liabilities	4	31,400,000	11,004,396
Payables	5	13,199,596	7,656,124
<b>Total non-current liabilities</b>		<b>44,599,596</b>	<b>18,660,520</b>
<b>Total liabilities</b>		<b>44,619,976</b>	<b>23,997,758</b>
Rights of indemnity for liabilities incurred on behalf of the trustees for Moriah College Building Fund and Moriah War Memorial Fund not recorded in the financial statements of the trustees were:		44,619,976	23,997,758

The assets of the trust, which lie behind the right of indemnity, are not directly available to meet any liabilities of the trustees acting in its own right. The assets of the trust were sufficient to discharge all liabilities of the trust at 31 December 2014 and 31 December 2013.

### NOTE 3: CAPITAL AND LEASING COMMITMENTS

On 15 February 2011 the Trustees of the Moriah College Building Fund exchanged contracts for the acquisition of freehold property comprising the Moriah College site (incorporating the existing three separate titles of land at York Road and Queens Park Road, Queens Park) which were leased by the Trustees of the Moriah College Building Fund. The property was acquired from the New South Wales State Property Authority for an acquisition price of \$27,000,000. Under the terms of the contract, an instalment payment/ deposit of \$6,750,000 was paid on exchange of contracts and completion occurred on 17 February 2014 being the next business day after the third anniversary when the balance due of \$23,616,539, including capitalised interest was paid. All rent payments under the existing leases have been abated from 15 February 2011, as a result of completion taking place. On completion, the existing leases of the premises were surrendered. (Refer note 4)

### NOTE 4: FINANCIAL LIABILITIES

	2014	2013
	\$	\$
<b>Current</b>		
Commonwealth Bank of Australia		
Bank Overdraft	-	1,050,000
Loan No. 13	-	296,680
Loan No. 17	-	340,000
Loan No. 21	-	216,000
Loan No. 23	-	176,000
		2,078,680
<b>Non Current</b>		
Loan 15297181	1,974,000	-
Loan 15323394	5,000,000	-
Loan 15323343	10,000,000	-
Loan 15297149	9,426,000	-
Loan 15323386	5,000,000	-
Loan No. 17	-	3,895,598
Loan No. 18	-	3,966,878
Loan No. 21	-	1,731,504
Loan No. 23	-	1,410,416
	31,400,000	11,004,396

Loans and bank overdraft are secured by a registered first mortgage over all properties, both freehold and leasehold, currently owned by the Moriah College Building Fund, Moriah War Memorial Fund and Moriah War Memorial College Association.

### NOTE 5: PAYABLES AND OTHER LIABILITIES

	2014	2013
	\$	\$
<b>Current</b>		
Accruals and other	20,380	3,258,558
	20,380	3,258,558
<b>Non-current</b>		
Loan from associated entity	13,199,596	7,656,124
	13,199,596	7,656,124



## NOTE 6: STANDBY ARRANGEMENTS AND UNUSED CREDIT FACILITIES

	2014	2013
	\$	\$
Overdraft facility – fully utilised	-	1,050,000

## NOTE 7: EVENTS AFTER THE BALANCE SHEET DATE

No matters or circumstances have arisen since the end of the year which significantly affected or may significantly affect the operation of the Trust, the results of those operations, or the state of affairs of the Trust in future years.

## NOTE 8: RELATED PARTY DISCLOSURES

The Trustees of Moriah College Building Fund during the financial year were:

Mr R Goot AM SC, Chair

Mr R N Simons, OAM

Mr R Gavshon

Mr D Goulburn

Mr G Einfeld, OAM

The following related party transactions occurred during the financial year:

An interest free loan of \$13,199,596 (2013: \$ 7,656,124) has been provided by Moriah War Memorial College Association. These funds have been provided to allow the Trust Funds to continue to meet their continuing financial obligations.

## NOTE 9: AUDITOR'S REMUNERATION

	2014	2013
	\$	\$
<b>Remuneration of the auditor of the Trust for:</b>		
-auditing the financial report	10,000	10,000
	10,000	10,000

## NOTE 10: CAPITAL MANAGEMENT

Management controls the capital of the Trust to ensure that adequate cash flows are generated to fund operations. The Trustee ensures that the overall risk management strategy is in line with this objective.

Risk management policies are approved and reviewed by the Trustees on a regular basis.

The Trust's capital consists of financial liabilities, supported by financial assets. Management effectively manages the Trust's capital by assessing the Trust's financial risks and responding to changes in these risks and in the market. There have been no changes to the strategy adopted by management to control the capital of the Trust since the previous year.

## NOTE 11: TRUST DETAILS

The registered office of the Trust is:

Moriah College Building Fund and Moriah War Memorial Fund  
c/- Moriah College  
Queens Park Road  
Bondi Junction NSW 2022

# Trustees' declaration

The trustees declare that the trustees are not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

The trustees declare that:

1. The financial statements and notes, as set out on pages 141 to 145, present fairly the trust's financial position as at 31 December 2014 and its performance for the year ended on that date in accordance with the accounting policies described in Note 1 to the financial statements;
2. In the trustees' opinion there are reasonable grounds to believe that the trust will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the trustees of the trust:



**Robert Goot AM SC**  
**Trustee**

Dated the 28 day of April 2015

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Sydney NSW 2000

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W [www.grantthornton.com.au](http://www.grantthornton.com.au)

## **Independent Auditor's Report To the Trustees of Moriah College Building Fund and Moriah Memorial Fund**

We have audited the accompanying financial report, being a special purpose financial report, of Moriah College Building Fund and Moriah Memorial Fund (the "Funds"), which comprises the statement of financial position as at 31 December 2014, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information to the financial report and the statement by the Trustee.

### **Responsibility of the Trustee for the financial report**

The Trustee of the Fund is responsible for the preparation and fair presentation of the financial report and have determined that the accounting policies used and described in Note 1 to the financial report, which form part of the financial report, are appropriate to meet the needs of the Trustee and the Australian Charities and Not-for-profits Commission Act 2012. This responsibility includes such internal controls as the Trustee determine are necessary to enable the preparation of the financial report to be free from material misstatement, whether due to fraud or error.

### **Auditor's responsibility**

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards which require us to comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error.

In making those risk assessments, the auditor considers internal control relevant to the Fund's preparation and fair presentation of the financial report in order to design audit

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procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Fund's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Trustee, as well as evaluating the overall presentation of the financial report.

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

### **Independence**

In conducting our audit, we have complied with the applicable independence requirements of the Accounting Professional and Ethical Standards Board and the Australian Charities and Not-for-profits Commission Act 2012.

### **Auditor's Opinion**

In our opinion,

- a the financial report of Moriah College Building Fund and Moriah Memorial Fund presents fairly, in all material respects, the Fund's financial position as at 31 December 2014 and of its performance and cash flows for the year then ended in accordance with the accounting policies described in Note 1; and
- b complies with and the Australian Charities and Not-for-profits Commission Act 2012 and the Australian Charities and Not-for-profits Commission Regulation 2013.

### **Basis of accounting and Restriction on Distribution**

Without modifying our opinion, we draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of complying with the trust. As a result, the financial report may not be suitable for another purpose. Our report is intended solely for Moriah College Building Fund and Moriah Memorial Fund and should not be distributed to parties other than Moriah College Building Fund and Moriah Memorial Fund.



GRANT THORNTON AUDIT PTY LTD  
Chartered Accountants



A J Archer  
Partner - Audit & Assurance

Sydney, 28 April 2015

# Moriah College Building Fund & Moriah War Memorial Fund

Financial report for the year ended 31 December 2014

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# Statement of profit and loss and other comprehensive income

For the year ended 31 December 2014

	Notes	2014 \$	2013 \$
Revenue from operating activities	2	3,748,739	4,268,337
<b>Total revenue</b>		<b>3,748,739</b>	<b>4,268,337</b>
Audit fees		(10,000)	(10,000)
Bank fees		(238)	(109)
Merchant Fees		(8,892)	(19,406)
Borrowing expenses		(11,505)	(97,476)
Depreciation		(1,542,849)	(1,542,849)
Interest		(1,877,909)	(1,873,874)
Legal and professional fees		(29,385)	(9,128)
Amortisation expense		(14,865)	(115,442)
Other expenses		(181,583)	(172,413)
<b>Total expenditure</b>		<b>(3,677,226)</b>	<b>(3,840,697)</b>
Profit from operating activities		71,513	427,640
<b>Profit for the year</b>		<b>71,513</b>	<b>427,640</b>
Other comprehensive income:		-	-
<b>Total comprehensive income for the year</b>		<b>71,513</b>	<b>427,640</b>

These financial statements should be read in conjunction with the accompanying notes.

# Statement of financial position

As at 31 December 2014

	Note	2014	2013
		\$	\$
<b>Current assets</b>			
Cash and cash equivalents	4	2,368,742	441,278
Trade and other receivables	5	52,799	32,180
Other current assets	7	57,110	3,750
<b>Total current assets</b>		<b>2,478,651</b>	<b>477,208</b>
<b>Non-current assets</b>			
Property, plant and equipment	8	68,823,579	43,381,291
Financial assets	6	-	6,750,000
<b>Total non-current assets</b>		<b>68,823,579</b>	<b>50,131,291</b>
<b>Total assets</b>		<b>71,302,230</b>	<b>50,608,499</b>
<b>Current liabilities</b>			
Financial liabilities	9	-	2,078,680
Other liabilities	11	20,380	3,258,558
<b>Total current liabilities</b>		<b>20,380</b>	<b>5,337,238</b>
<b>Non-current liabilities</b>			
Financial liabilities	9	31,400,000	11,004,396
Payables	11	13,199,596	7,656,124
<b>Total non-current liabilities</b>		<b>44,599,596</b>	<b>18,660,520</b>
<b>Total liabilities</b>		<b>44,619,976</b>	<b>23,997,758</b>
<b>Net assets</b>		<b>26,682,254</b>	<b>26,610,741</b>
<b>Equity</b>			
Retained earnings		26,682,254	26,610,741
<b>Total equity</b>		<b>26,682,254</b>	<b>26,610,741</b>

These financial statements should be read in conjunction with the accompanying notes.

# Statement of changes in equity

For year ended 31 December 2014

	Retained Earnings	Total
	\$	\$
<b>Balance at 1 January 2013</b>	26,183,101	26,183,101
Profit for the year	427,640	427,640
Total comprehensive income for the period	427,640	427,640
<b>Balance at 31 December 2013</b>	<b>26,610,741</b>	<b>26,610,741</b>
<b>Balance at 1 January 2014</b>	26,610,741	26,610,741
Profit for the year	71,513	71,513
Total comprehensive income for the period	71,513	71,513
<b>Balance at 31 December 2014</b>	<b>26,682,254</b>	<b>26,682,254</b>

These financial statements should be read in conjunction with the accompanying notes.



# Statement of cash flows

For the year ended 31 December 2014

	Notes	2014	2013
		\$	\$
<b>Cash flows from operating activities</b>			
Receipts from donations and bequests		1,919,047	2,724,487
Occupation fee		1,725,300	1,465,500
State Government Interest Subsidy		60,557	66,977
Other income		23,214	14,683
Payments in the course of operations		5,248,509	(440,768)
Interest paid and costs of finance		(1,877,909)	(533,588)
Net cash provided by operating activities	16	7,098,719	3,297,291
<b>Cash flows from investing activities</b>			
Payments for property, plant & equipment		(20,250,000)	-
Net cash used in investing activities		(20,250,000)	-
<b>Cash flows from financing activities</b>			
Loans received		17,157,426	-
Repayment of borrowings		(1,028,680)	(832,000)
Loans to associated entities		-	(2,418,752)
Net cash used in financing activities		16,128,746	(3,250,752)
Net increase in cash and cash equivalents		2,977,465	46,539
Cash and cash equivalents at beginning of financial year		(608,722)	(655,261)
Cash and cash equivalents at end of financial year	4	2,368,742	(608,722)

These financial statements should be read in conjunction with the accompanying notes.

# Notes to financial statements

For the year ended 31 December 2014

## NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

The financial report is a special purpose financial report prepared to satisfy the requirements of the trust deed to prepare financial statements. The trustees have determined that the trusts are not reporting entities.

The Trust Funds are domiciled in Australia.

### Basis of preparation

The financial report of trust funds has been prepared in accordance with the following Australian Accounting Standards:

AASB 101:	Presentation of Financial Statements
AASB 110:	Events after the Balance Sheet Date
AASB 1031:	Materiality

### Future change in Accounting Standards

The AASB has issued new, revised and amended standards and interpretations that have mandatory application dates for future reporting periods. The Company has considered all pending Australian Accounting Standards issued up to the current reporting date and believe that they have no significant impact on future financial statements.

### Reporting basis and conventions

The financial report has been prepared on an accruals basis and is based on historical costs modified by the revaluation of selected non-current assets, and financial assets and financial liabilities for which the fair value basis of accounting has been applied.

### Significant accounting policies

#### a. Amalgamation

The financial report represents the amalgamation of 3 trust funds being 1951 Trust, 1959 Trust and the 1974 Trust. The assets and liabilities of all trusts have been included in this financial report.

#### b. Property, plant and equipment

Each class of property, plant and equipment is carried at cost or fair value less, where applicable, any accumulated depreciation and impairment losses.

##### Property

Freehold land and buildings are shown at cost, less subsequent depreciation for buildings and impairment losses.

##### Plant and equipment

Plant and equipment are measured on the cost basis (being cost less accumulated depreciation and accumulated impairment losses).

### Depreciation

The depreciable amount of all fixed assets is depreciated on a straight-line basis over their useful lives to the trust 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
Buildings	2.5%
Plant and equipment	20.0%

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance sheet date.

An assets' carrying amount is written down immediately to its recoverable amount if the assets' carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are included in the income statement. When revalued assets are sold, amounts included in the revaluation reserve relating to that asset are transferred to retained earnings.

### c. Leases

Leases of fixed assets where substantially all the risks and benefits incidental to the ownership of the asset, but not the legal ownership that are transferred to the trust funds, are classified as finance leases.

Finance leases are capitalised by recording an asset and a liability at the lower of the amounts equal to the fair value of the leased property or the present value of the minimum lease payments, including any guaranteed residual values. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.

Leased assets are depreciated on a straight-line basis over the shorter of their estimated useful lives or the lease term.

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses on a straight line basis.

### d. Financial assets

#### Recognition and initial measurement

Financial assets are recognised when the trust becomes a party to the contractual provisions of the instrument. Trade date accounting is adopted for financial assets that are delivered within timeframes established by marketplace convention.

Financial assets are initially measured at fair value plus transactions costs where the instrument is not classified as at fair value through profit or loss. Transaction costs related to instruments classified as at fair value through profit or loss are expensed to profit or loss immediately. Financial assets are classified and measured as set out below.

#### **Classification and subsequent measurement**

##### **Available-for-sale financial assets**

Available-for-sale financial assets are non-derivative financial assets that are either designated as such or that are not classified in any of the other categories. They comprise investments in the equity of other entities where there is neither a fixed maturity nor fixed or determinable payments.

##### **Fair value**

Fair value is determined based on current bid prices for all quoted investments. Valuation techniques are applied to determine the fair value for all unlisted securities, including recent arm's length transactions, reference to similar instruments and option pricing models.

##### **e. Financial liabilities**

Financial liabilities are recognised when the company becomes a party to the contractual agreements of the instrument. Financial liabilities are classified as either financial liabilities 'at fair value through profit or loss' or other financial liabilities.

##### **Other financial liabilities**

Other financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. Other financial liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective yield basis.

##### **f. Cash and cash equivalents**

Cash and cash equivalents includes cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within short-term borrowings in current liabilities on the Statement of Financial Position.

##### **g. Revenue and other income**

Revenue is measured at the fair value of the consideration received or receivable after taking into account any discounts allowed.

Contributions (including donations) received or receivable are recognised as revenue when the trust obtains control of the contribution or the right to receive the contribution, when it is probable that the economic benefits comprising the contribution will flow to the entity and the amount of the contribution can be measured reliably.

Occupation fee is recognised in revenue when the services are delivered.

Government grants are recognised as income on a systematic basis over the periods necessary to match them with the related costs which they are intended to compensate when there is reasonable assurance that the trust will comply with the conditions attaching to them and the grants will be received.

##### **h. Borrowing costs**

Borrowing costs directly attributable to the acquisition, construction or production of assets that necessarily take a substantial period of time to prepare for their intended use or

sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

All other borrowing costs are recognised in the income statement in the period in which they are incurred.

##### **i. 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.

Cash flows are presented in the Statement of cash flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

##### **j. Comparative figures**

Comparative figures have been adjusted to conform to changes in presentation for the current financial year where required by accounting standards or as a result of changes in accounting policy.

##### **k. Critical accounting estimates and judgments**

The directors evaluate estimates and judgments incorporated into the financial report based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the trust.

##### **Key estimates – Impairment**

The Trustees assess impairment at each reporting date by evaluating conditions specific to the Funds that may lead to impairment of assets. Where an impairment trigger exists, the recoverable amount of the asset is determined. Value-in use calculations are performed in assessing the recoverable amounts.

The financial report was authorised for issue on 28 April 2015 by the Trustees.

## NOTE 2: REVENUE

	2014	2013
	\$	\$
<b>Operating activities</b>		
Occupation fee	1,725,300	1,465,500
Building fund levy	9,672	16,800
H. and A. Rabinovitch - donation	62,000	64,000
Capital Appeals	1,858,445	2,418,887
Sponsorship, ticket sales and sundry income	-	3,800
Other donations	9,550	226,500
State Government interest subsidy	60,557	61,756
Other Income	4,201	-
Interest Received	19,014	11,094
<b>Total operating income</b>	<b>3,748,739</b>	<b>4,268,337</b>

## NOTE 3: INCOME TAX EXPENSE

The income of the Trust funds is exempt from Income Tax, under the provisions of Section 23 of the Income Tax Assessment Act.

## NOTE 4: CASH AND CASH EQUIVALENTS

	Note	2014	2013
		\$	\$
Cash at bank		2,368,742	441,278
		<b>2,368,742</b>	<b>441,278</b>

### Reconciliation of cash

Cash at the end of the financial year as shown in the cash flow statement is reconciled to items in the balance sheet as follows:

Cash and cash equivalents		2,368,742	441,278
Bank overdrafts	9	-	(1,050,000)
		<b>2,368,742</b>	<b>(608,722)</b>

## NOTE 5: TRADE AND OTHER RECEIVABLES

	2014	2013
	\$	\$
<b>Current</b>		
Other Debtors	52,799	31,521
GST Receivable	-	659
	<b>52,799</b>	<b>32,180</b>

## NOTE 6: FINANCIAL ASSETS

	2014	2013
	\$	\$
<b>Non-current</b>		
Deposit paid	-	6,750,000
	-	6,750,000

## NOTE 7: OTHER CURRENT ASSETS

	2014	2013
	\$	\$
<b>Current</b>		
Capitalised borrowing costs	57,110	3,750
	57,110	3,750

## NOTE 8: PROPERTY, PLANT AND EQUIPMENT

	2014	2013
	\$	\$
Land	27,000,000	-
	27,000,000	-
Lot 1, DP 701512, (DOCS) at cost	8,503,830	8,503,830
Less provision for Amortisation	(637,240)	(633,242)
	7,866,590	7,870,588
Lot 22, DP 879582 (TAFE) at cost (including Improvements)	3,040,370	3,040,370
Less provision for Amortisation	(451,542)	(440,675)
	2,588,828	2,599,695
Lot 1, Primary School		
Building Costs & Improvements at cost	16,386,887	16,386,887
Less Provision for Depreciation	(4,135,287)	(3,744,550)
	12,251,600	12,642,337
Rose Bay Campus at cost*	189,839	189,839
Rose Bay, Building Costs and Renovations	294,577	294,577
Less Provision for Depreciation	(279,056)	(266,946)
	15,521	27,631
Queens Park Campus		
Improvements High & Middle School at cost	39,492,158	39,492,156
Less Provision for Depreciation	(20,580,957)	(19,440,955)
	18,911,201	20,051,201
Randwick Campus		
John I. Einfeld AM Preschool Improvements at cost	815,950	815,950
Less Provision for Depreciation	(815,950)	(815,950)
	-	-
<b>Total Property Plant &amp; Equipment</b>	<b>68,823,579</b>	<b>43,381,291</b>

\* The remaining lots at Rose Bay have been retained and are being used as the site for the Moriah College preschool - Saunders Family Campus.

## NOTE 9: FINANCIAL LIABILITIES

	2014	2013
	\$	\$
<b>Current</b>		
Bank Overdraft	-	1,050,000
Loan No. 13	-	296,680
Loan No. 17	-	340,000
Loan No. 21	-	216,000
Loan No. 23	-	176,000
	-	2,078,680
<b>Non Current</b>		
Loan 15297181	1,974,000	-
Loan 15323394	5,000,000	-
Loan 15323343	10,000,000	-
Loan 15297149	9,426,000	-
Loan 15323386	5,000,000	-
Loan No. 17	-	3,895,598
Loan No. 18	-	3,966,878
Loan No. 21	-	1,731,504
Loan No. 23	-	1,410,416
	31,400,000	11,004,396

On 17 February 2014, all of the above financial liabilities were repaid to the Entity's current bankers and, new financial liabilities in the amount of \$31,400,000 were committed to and fully drawn under a new Funding Agreement with the Commonwealth Bank of Australia. (refer Notes 13 and 14 ).

## NOTE 10: STANDBY ARRANGEMENTS AND UNUSED CREDIT FACILITIES

	2014	2013
	\$	\$
Overdraft facility – fully utilised	-	1,050,000

## NOTE 11: PAYABLES AND OTHER LIABILITIES

	2014	2013
	\$	\$
<b>Current</b>		
Accruals	19,660	3,258,558
Other	720	-
	20,380	3,258,558
<b>Non-current</b>		
Loan from associated entity	13,199,596	7,656,124
	13,199,596	7,656,124

## NOTE 12: AUDITOR'S REMUNERATION

	2014	2013
	\$	\$
<b>Remuneration of the auditor of the Trust for:</b>		
- auditing the financial report	10,000	10,000
	<b>10,000</b>	<b>10,000</b>

## NOTE 13: EVENTS AFTER THE BALANCE SHEET DATE

No matters or circumstances have arisen since the end of the year which significantly affected or may significantly affect the operation of the Fund, the results of those operations, or the state of affairs of the Fund in future years.

## NOTE 14: CAPITAL AND LEASING COMMITMENTS

On 15 February 2011, the Trustees of the Moriah College Building Fund exchanged contracts for the acquisition of freehold property comprising the Moriah College site (incorporating the existing three separate titles of land at York Road and Queens Park Road, Queens Park) which were leased by the Trustees of the Moriah College Building Fund. The property was acquired from the New South Wales State Property Authority for an acquisition price of \$27,000,000. Under the terms of the contract, an instalment payment/ deposit of \$6,750,000 was paid on exchange of contracts and completion occurred on 17 February 2014 being the next business day after the third anniversary when the balance due of \$23,616,539, including capitalised interest was paid. All rent payments under the existing leases have been abated from 15 February 2011, as a result of completion taking place. On completion, the existing leases of the premises were surrendered.

## NOTE 15: RELATED PARTY DISCLOSURES

The Trustees of Moriah College Building Fund during the financial year were:

Mr R Goot AM SC, Chair

Mr R N Simons, OAM

Mr R Gavshon

Mr D Goulburn

Mr G Einfeld, OAM

The following related party transactions occurred during the financial year:

An interest free loan of \$13,199,596 (2013: \$7,656,124) has been provided by Moriah War Memorial College Association. These funds have been provided to allow the Trust Funds to continue to meet their continuing financial obligations.



## NOTE 16: CASH FLOW INFORMATION

	2014	2013
	\$	\$
<b>Reconciliation of Cash Flow from Operations with Net Profit for the year</b>		
Net Profit	71,513	427,640
Non-cash flows in profit		
- Depreciation	1,542,849	1,542,849
- Amortisation	14,865	115,442
Changes in assets and liabilities		
- (Increase)/Decrease in receivables	(20,619)	5,204
- (Increase) in other assets	(53,360)	-
- Increase in payables	5,543,471	1,206,156
<b>Cash flows provided by operations</b>	<b>7,098,719</b>	<b>3,297,291</b>

## NOTE 17: CAPITAL MANAGEMENT

Management controls the capital of the entity to ensure that adequate cash flows are generated to fund operations. The Trustee ensures that the overall risk management strategy is in line with this objective.

Risk management policies are approved and reviewed by the Trustees on a regular basis.

The entity's capital consists of financial liabilities, supported by financial assets. Management effectively manages the entity's capital by assessing the entity's financial risks and responding to changes in these risks and in the market. There have been no changes to the strategy adopted by management to control the capital of the entity since the previous year.

## NOTE 18: FUNDS DETAILS

The registered office of the Funds is:

Moriah College Building Fund and Moriah War Memorial Fund  
The Henry Roth Administration Building  
Queens Park Road  
Bondi Junction NSW 2022

# Trustees' declaration

The trustees' have determined that the trust is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies described in Note 1 to the financial statements.

The trustees declare that:

1. The financial statements and notes, as set out on pages 150 to 161, present fairly the trust's financial position as at 31 December 2014 and its performance for the year ended on that date in accordance with the accounting policies described in Note 1 to the financial statements;
2. In the trustees' opinion there are reasonable grounds to believe that the trust will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the trustees:



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Robert Goot AM SC  
Trustee

Dated the 28 day of April 2015