

OAKHILL



THE JOY OF LEARNING

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AGM March 2012

# The joy of learning

- A happy place
- Matric and benchmarking
- HoD's – Prep and College
- Double streaming
- Employing teachers
- Technology – pilot projects, backbone
- Odyssey and tour to Spain
- The debenture scheme
  - Sport and IMAD and the next steps



# Odyssey of a different kind

- Welcome Gordon Shutte and Susan Kotze
- The story so far ... the inspiration | disrupters | work
- The joy of learning and our DNA
- Thanks to those who make it possible
- Finance and administration
  - Bursaries | Logistics | Policies
  - Fees | Finance
- Strategy and planning
  - Build the school | find the land | find the money
  - iMAD Centre | Sports campus

• Next moves

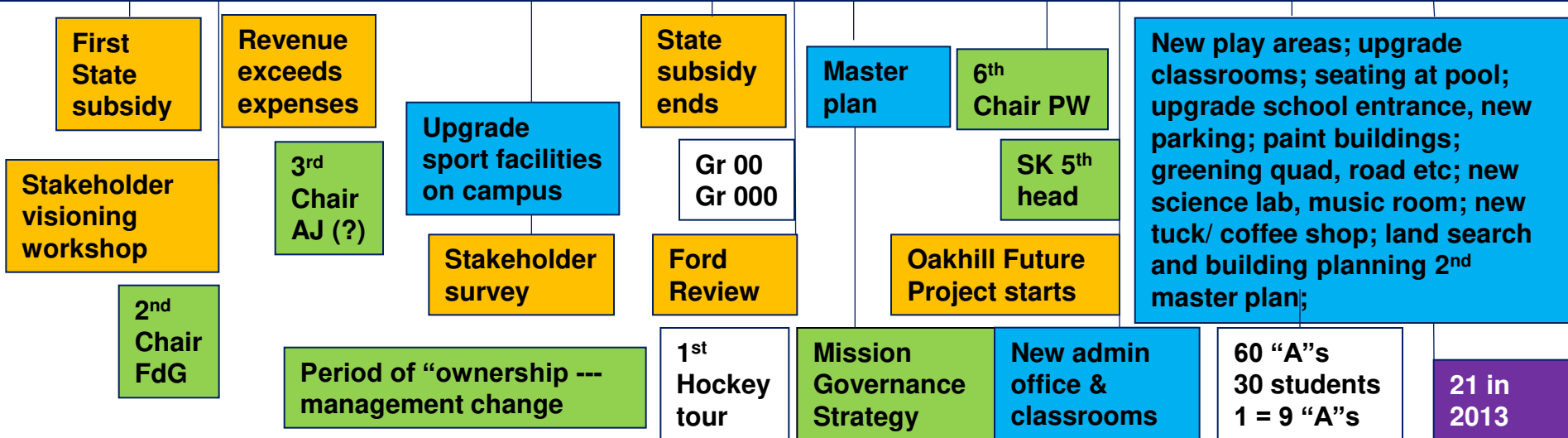
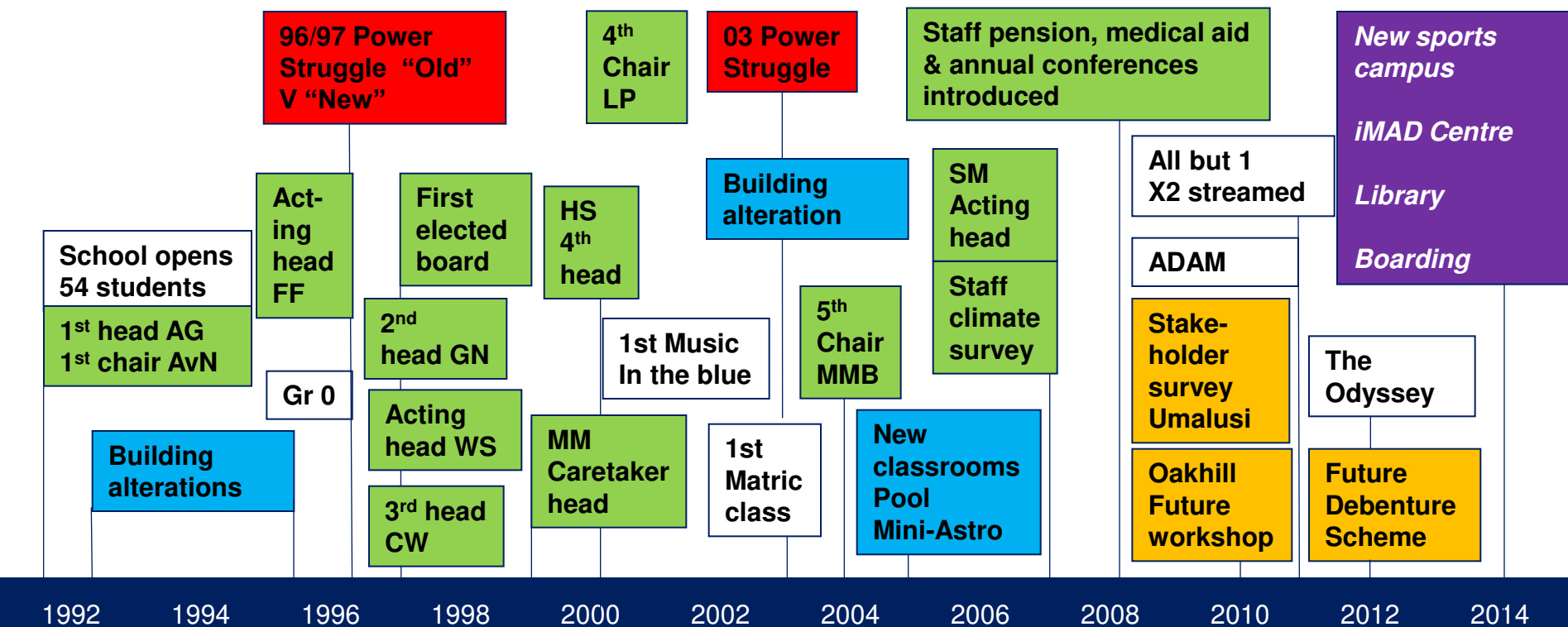


# Pioneering

# Disruption

# Consolidation

# Good to great



# In our time

*Feel the wind  
And set yourself a bolder course  
Keep your heart  
As open as a shrine  
You'll sail the perfect line*

*Bob Segar's words from "In our time" closed 2009 agm ...  
Contained key elements of our "building" journey:*

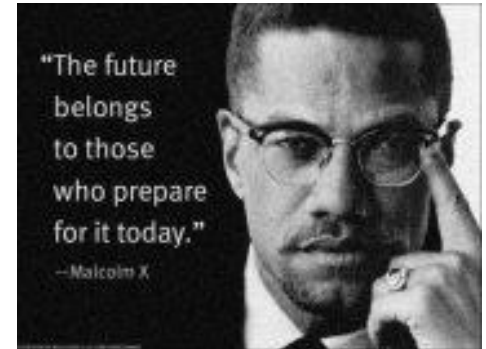
***Stay true to ourselves, and be bold***



# Building a future

- It's not enough to imagine the future ... you also have to build it.

– CK Prahalad | Strategies for Growth



- Two future projects?
  - We're building the school
  - to give our children the **freedom to think the future**, and the **skills to succeed in the future** (To prepare ... for life ... think for themselves, ... take responsibility for actions)

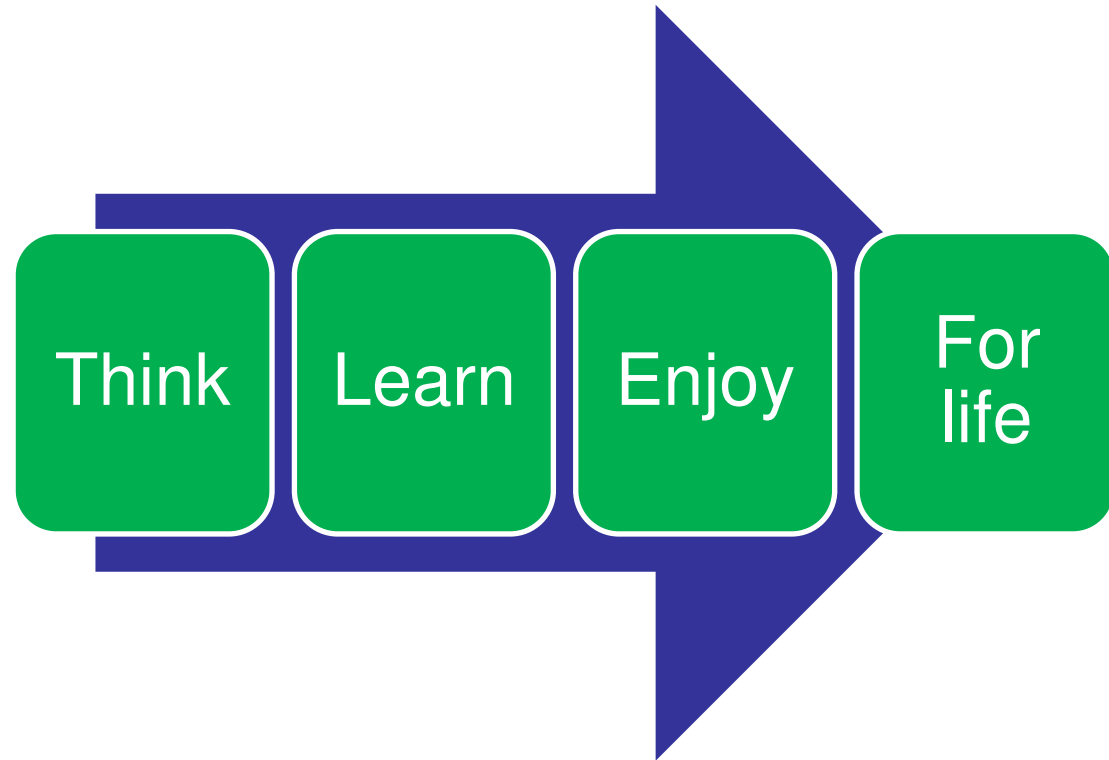
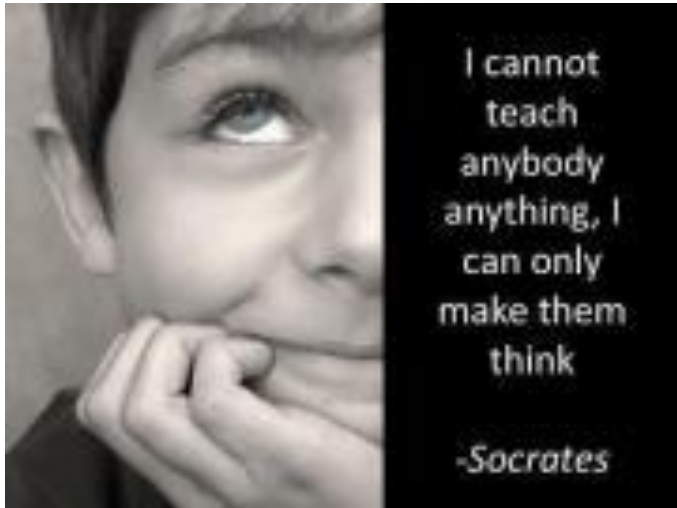


# The joy of learning and our DNA

- “You are all beautiful, **you are all magical**...” / *The Parletones*
  - Why Pam Muir, Ken Robinson’s *The Element* and the magic in every child are so important
- “... **Happiness is the key to success**. If you love what you are doing, you will be successful.” / *Albert Schweitzer (1875-1965)*



# The joy of learning and our DNA



***The value of information ... depends on what we make of it: on judgment.** David McCulloch*

We celebrate the individuality of each child, and an environment of freedom in which learning is a joy and children take responsibility for their decisions



# Who makes this possible?

- Shane and Robyn
- Teachers
- Dawie, Sharon and James
- Finance, administration and our drivers
- Barbie
- Phil & Estates team
- The board ... farewell to Anne and Steve
- Many dedicated parents who volunteer



# Odyssey of a different kind

- The story so far
- The joy of learning and our DNA
- Thanks to those who make it possible
- **Finance and administration**
  - **Bursaries | Logistics | Policies**
  - **Fees | Finance**
- Strategy and planning
  - Fix the school | find the land | find the money
  - iMAD Centre | Sports campus
- Tomorrow's Oakhill



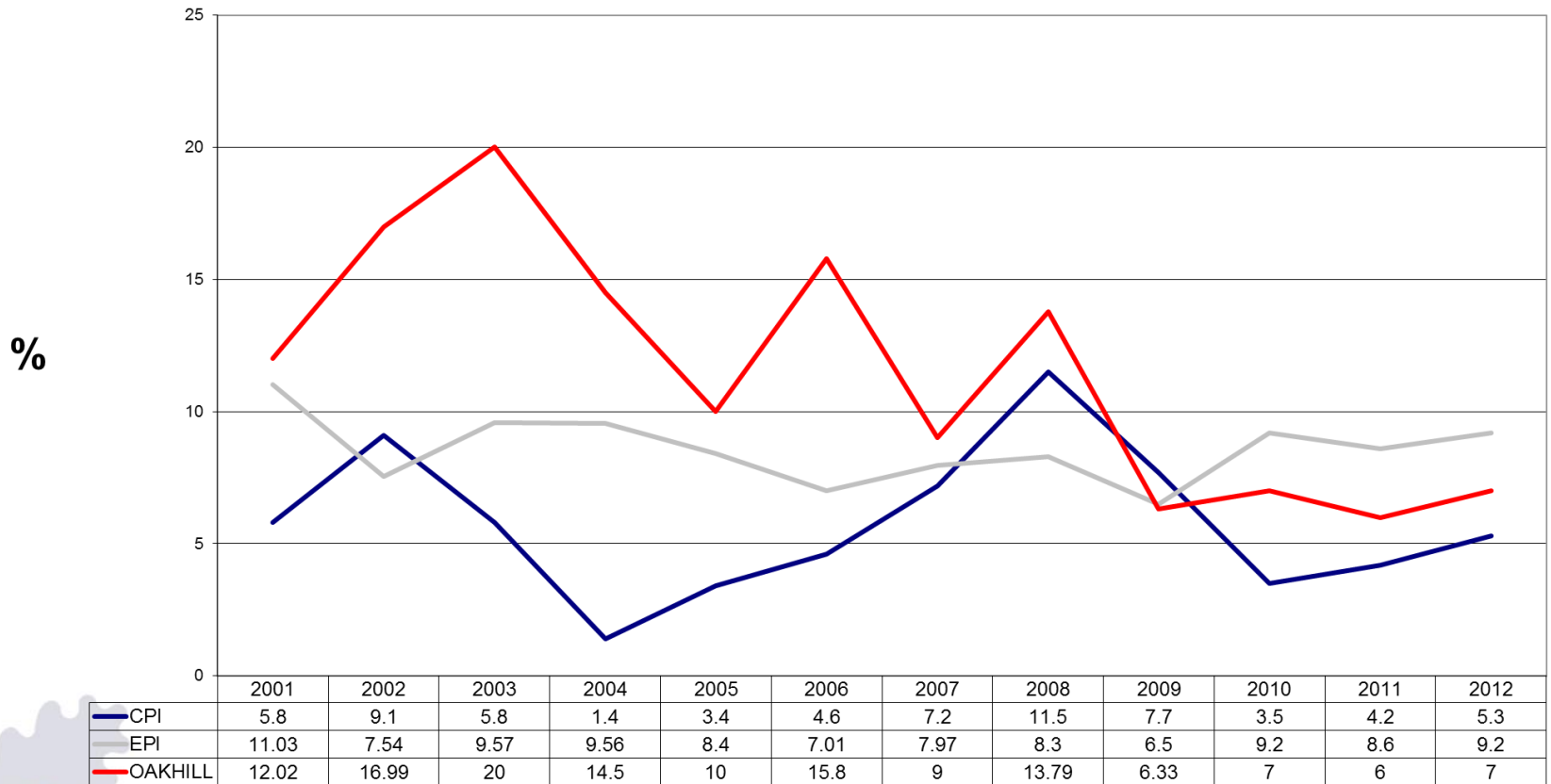
# Finance and administration

- Bursaries
  - A stepping stone to success
  - Know our children
  - Raise finance for bursaries
- Logistics
  - Buses | Plett | Sport and events
- Policies
  - Refinement of policies ... drugs and alcohol, bullying, absentee updated/being updated



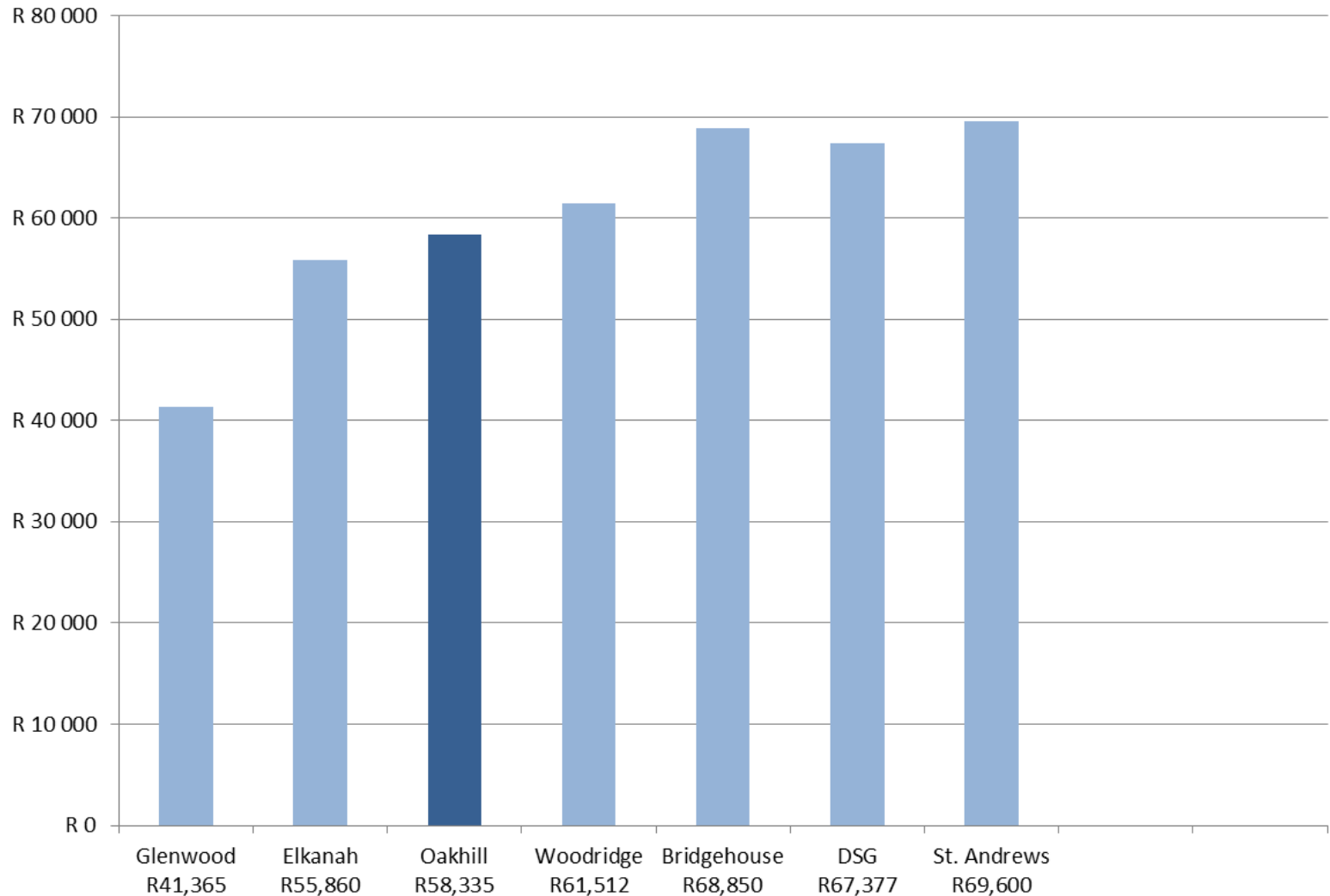
# Oakhill fees and EPI

**CPI, EPI & OAKHILL FEES**  
Year on year percentage change, 2001 to 2012



# How Oakhill's fees compare

2012 Annual Fee Comparison



Bridgehouse has a non-refundable development levy of R25k

YOY > 2011/12

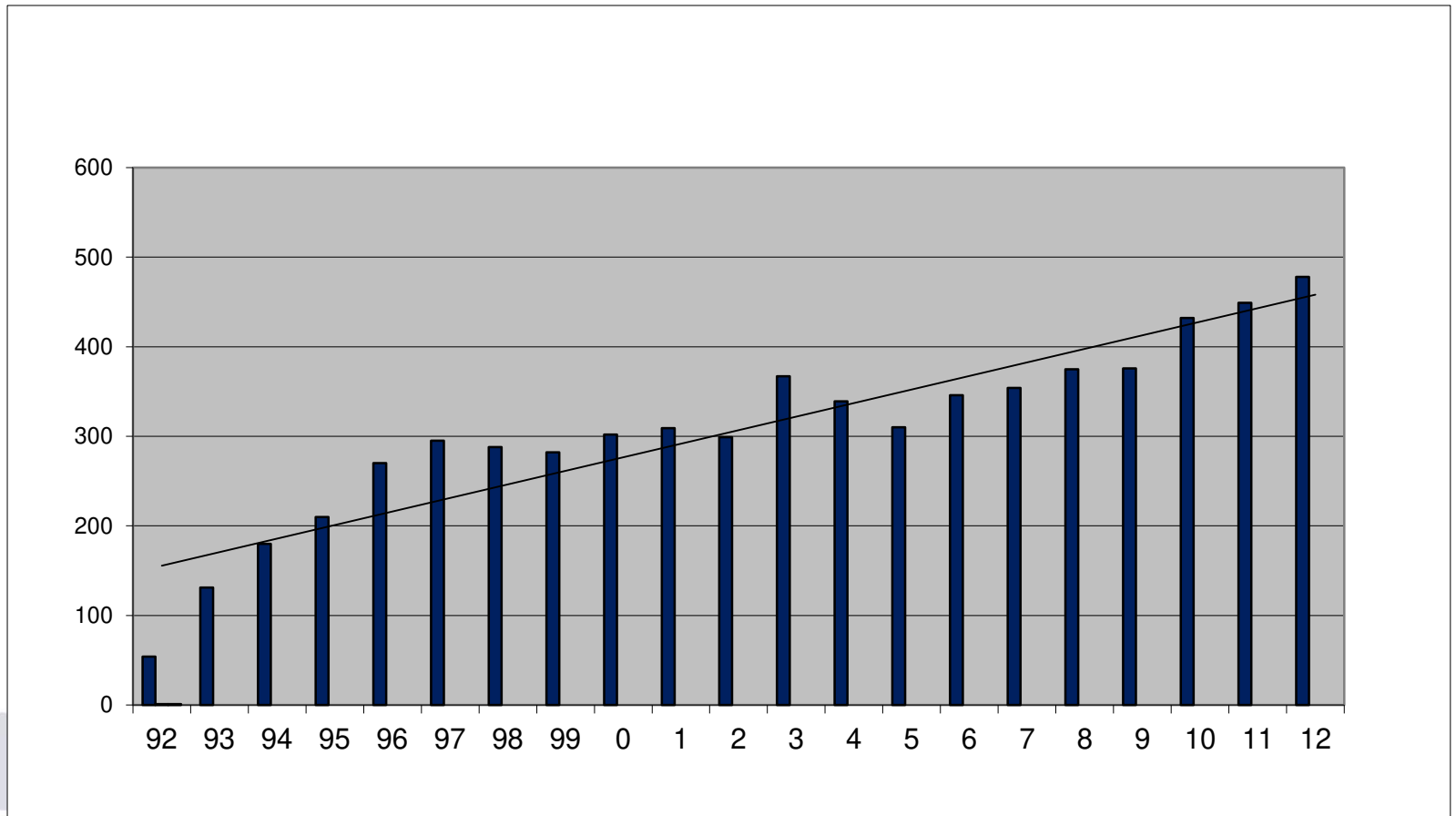
Bridgehouse 18%

Glenwood 16%

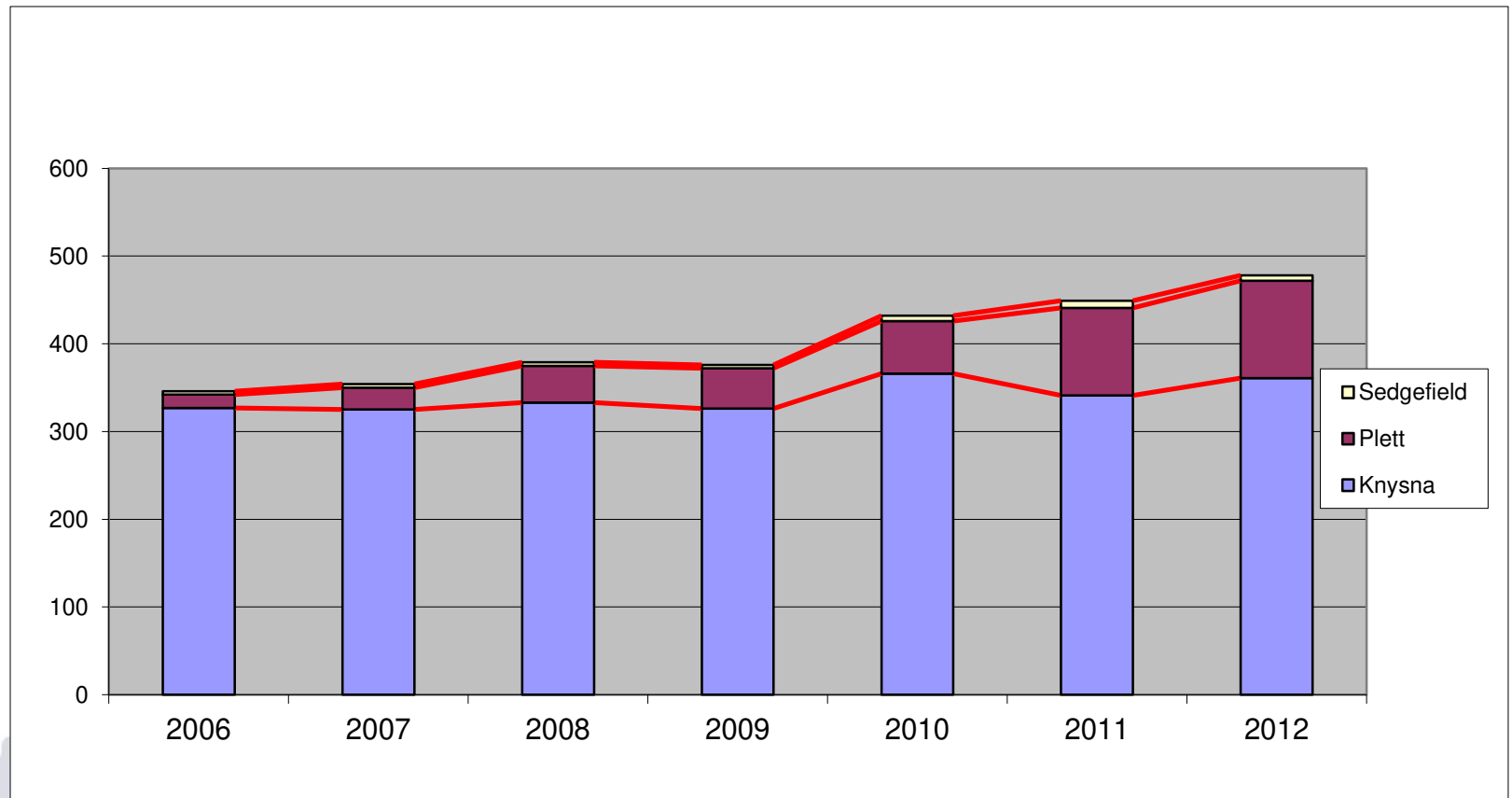
Woodridge 10%



# Numbers



# Numbers, and where from



# Finance headlines 2011

## Student Numbers

- Student numbers increased by 11,7% to 478
- Net Revenue per student only up 4,9%

## Revenue

- Total Revenue up 17,1% to R22,2m
- Net Revenue up 17,1% to R18,4m

## Expenses

- Total Expense growth up 9,1% to R18,2m
- Salaries/NR at 71,7% down from +-76%

## Operating Surplus (Before Finance Charges)

- Operating Surplus up to R1,8m from R256k.





# Audited income statement 2011

Audited Income Statement	2010 R '000's	2011 R '000's	% Change
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Total Revenue	18 116	21 222	17,1%
Net Revenue (inc. Other Income)	17 422	20 509	17,7%
Expenses	16 667	18 181	9,1%
Operating Surplus / (Shortfall)	755	2 328	208,3%
Finance Costs	-499	-520	4,2%
Surplus / (Shortfall)	256	1 808	606,3%

<b>Student Numbers</b>	<b>428</b>	<b>478</b>	<b>11,7%</b>
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Source: Oakhill School, Audited Financial Statements as at 31 December 2011, Prepared by Mazars.



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# Revenue growth continues!

Detail	2010 R '000's	2011 R '000's	% Ch
Revenue	18 116	21 222	17,1%
Bursaries, Scholarships & Rebates	-2 383	-2 796	17,3%
Net Revenue	15 733	18 426	17,1%
Net Revenue / Student	36 759	38 548	4,9%

- Net Revenue up 17,1% to R18,4m
- Net Revenue per student up 4,9%
- Planned, responsible growth continues



# Expenses: economies of scale?

Detail	2010 R '000's	2011 R '000's	% Ch
Total Expenses	16 667	18 181	9,1%
Admin & Educational Expenses	5 290	4 961	-6,2%
Salaries	11 377	13 220	16,2%
Salaries as % of Net Revenue	72,3%	71,7%	-0,6%

- Total Expense growth up 9,1% to R18,2m
- Salaries part normalised in 2011 with medical aid
- Salaries/NR at 71,7% down from +-76%



# Audited balance sheet 2011

Audited Balance Sheet	2010 R '000's	2011 R '000's	VAR	% Change
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Non-Current Assets (1)	12 154	16 031	3 877	31,9%
Current Assets	1 673	1 635	-38	-2,3%
<b>Total Assets</b>	<b>13 826</b>	<b>17 667</b>	<b>3 841</b>	<b>27,8%</b>

Reserves	7 057	8 866	1 809	25,6%
Non-Current Liabilities (2)	4 931	5 945	1 014	20,6%
Current Liabilities	1 838	2 856	1 018	55,4%
<b>Total Liabilities</b>	<b>13 826</b>	<b>17 667</b>	<b>3 841</b>	<b>27,8%</b>

(1) – Ongoing investment in building and the new busses.

(2) – Increase in financial lease obligations for the new busses.

Source: Oakhill School, Audited Financial Statements as at 31 December 2011, Prepared by Mazars.



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# Performance review 2008-2011

Performance Review		2007	2008	2009	2010	2011
Student numbers	#	352	375	378	428	478
Students / educationalists	#	8,8	9,6	9,5	8,9	10,6
Net Revenue Growth	%		12,7%	9,5%	27,1%	17,1%
Salaries as % of NR	%	75,4%	74,4%	78,7%	72,3%	71,7%
Investment in staff	%		11,2%	15,8%	16,8%	16,2%
Land & buildings	R'000's	520	962	2 709	1 844	2 022
Educational equipment	R'000's	299	271	466	858	2 220
<b>Total</b>	R'000's	<b>819</b>	<b>1 233</b>	<b>3 175</b>	<b>2 702</b>	<b>4 242</b>
CAPEX (INF) / student	R	1 477	2 565	7 167	4 308	4 230
CAPEX (TOT) / student	R	2 327	3 288	8 399	6 313	8 874

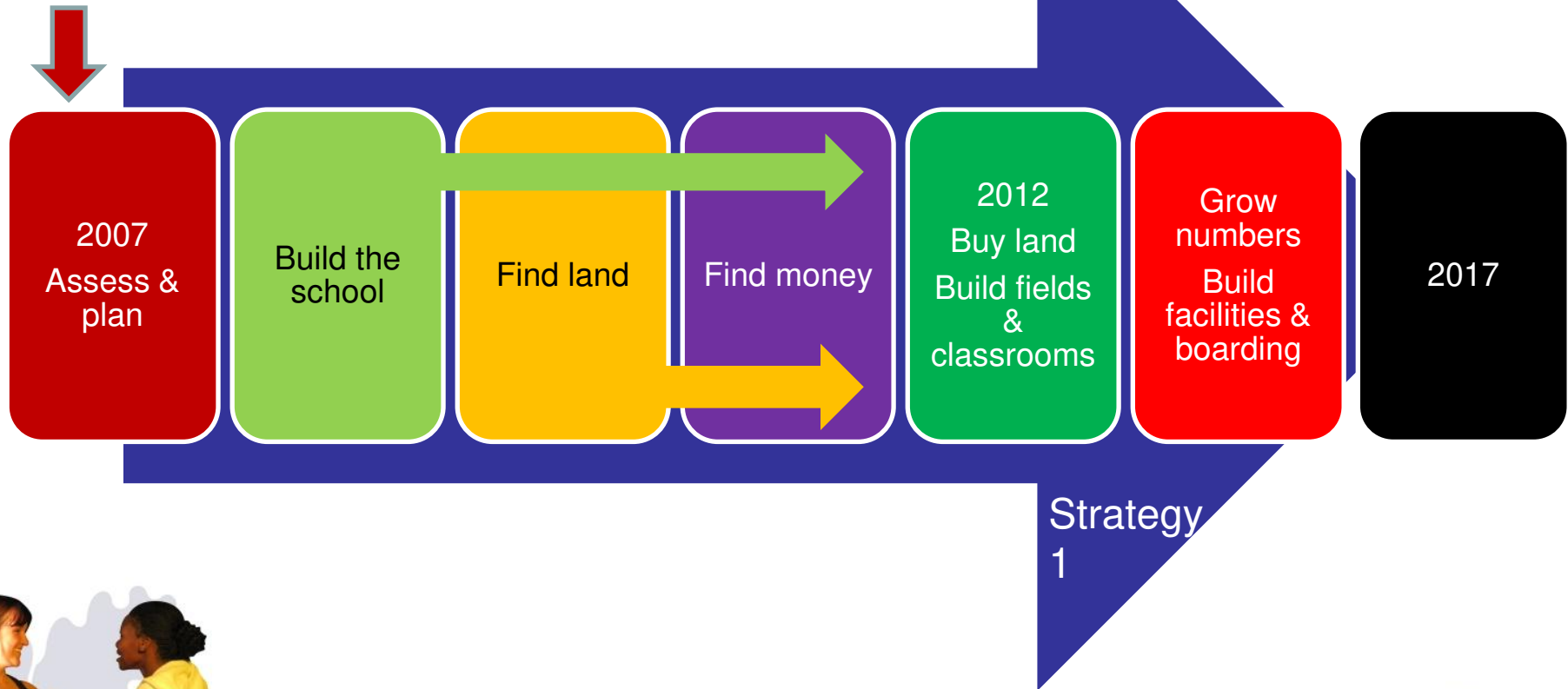
# Oakhill, and our work

- The story so far
- The joy of learning and our DNA
- Thanks to those who make it possible
- Finance and administration
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- **Strategy and planning**
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# Strategy & Planning | Good to great

We don't have to lose our best.  
And we don't have to be me-too  
We can be Oakhill – and the best!



# What? The joy of learning

- To be a place where learning is a joy
  - from Maths to Music, history to hockey
- Where each child = the best he/she can be
- To prepare students for life ... think for themselves, take responsibility for actions
- “Great” teachers and campus (academic & sporting) to support    +- 60 +- 350 +- 280 =  
+- 700 students



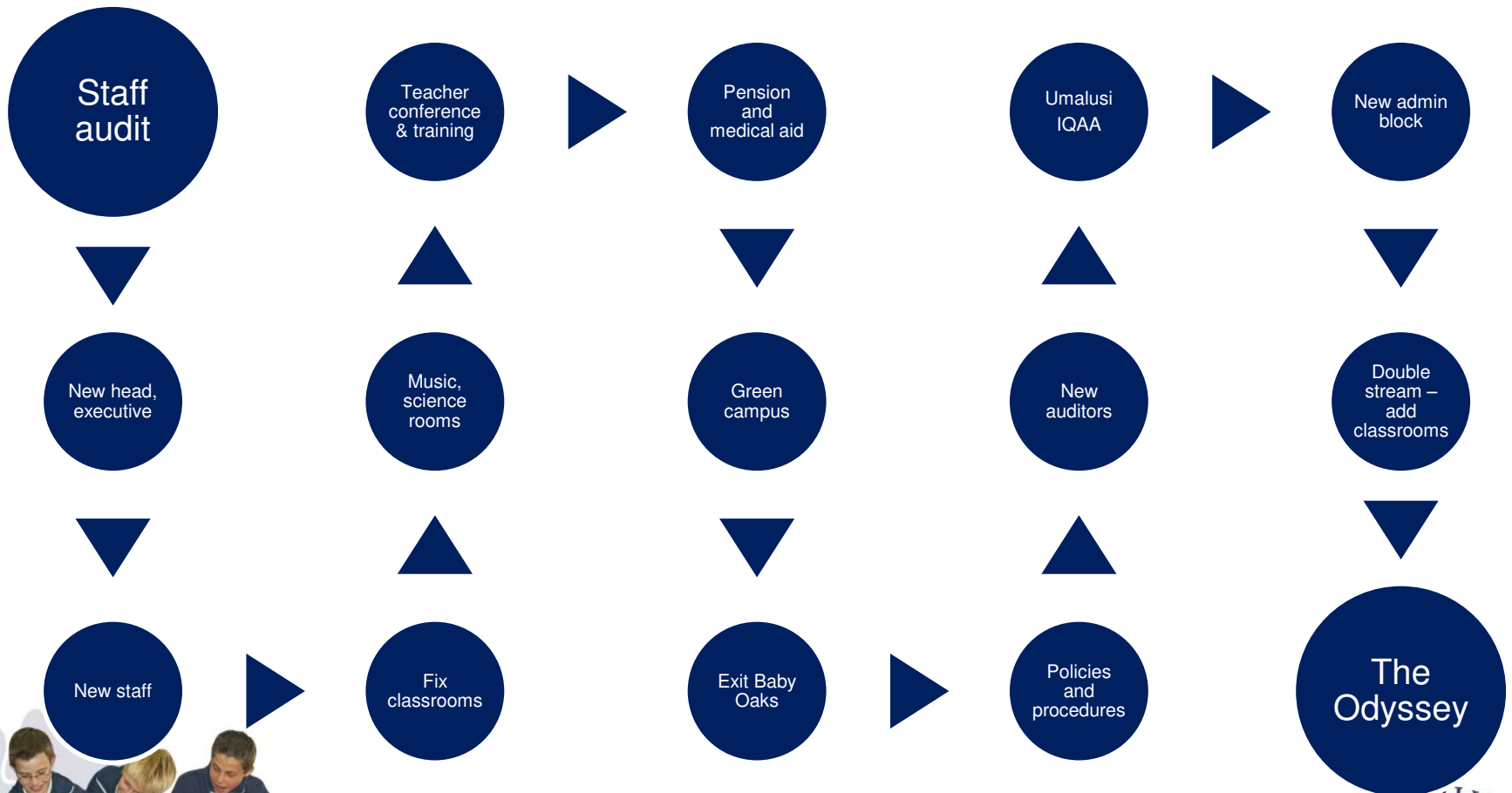


# How? Strategy

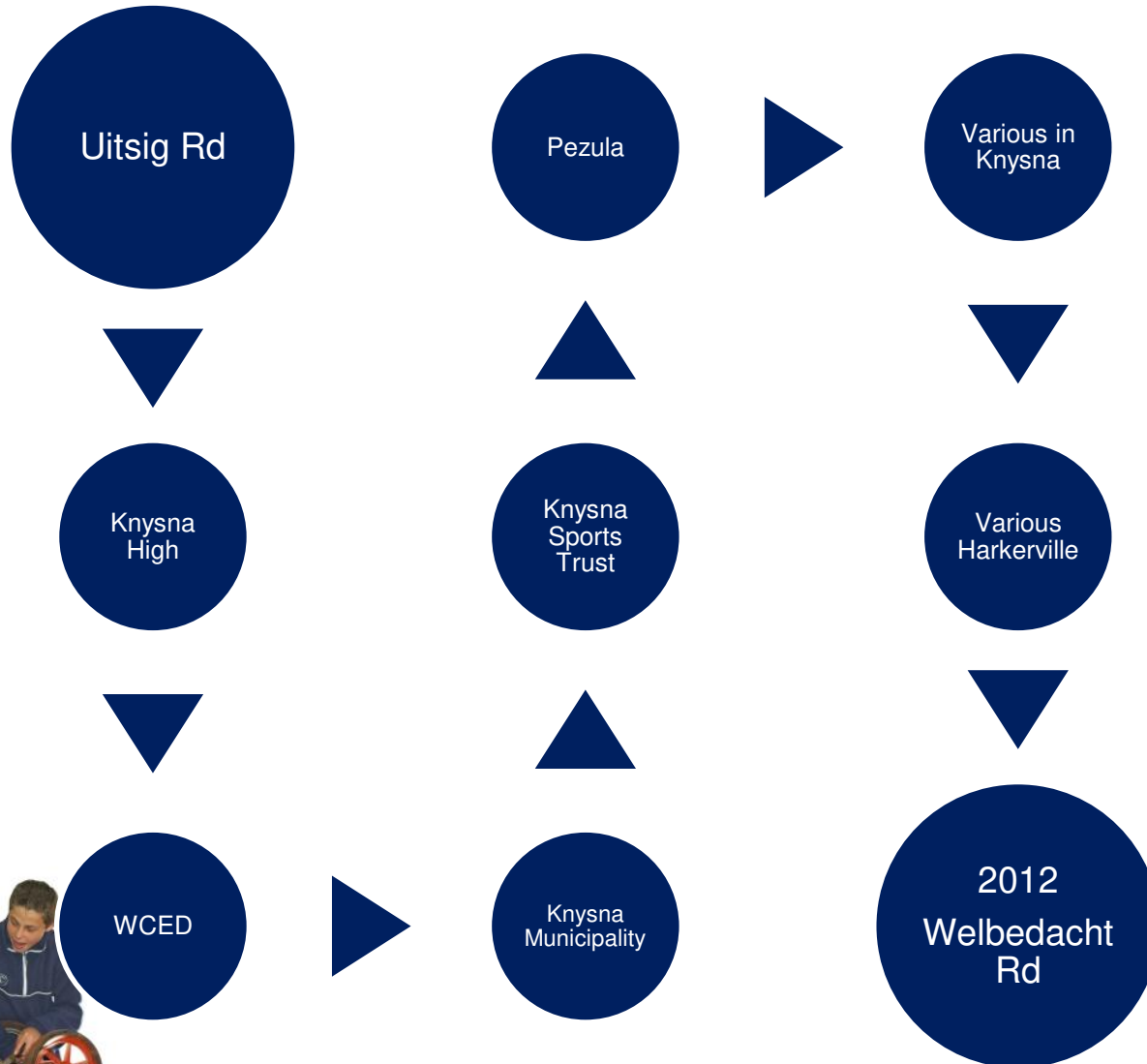
- We're building a better Oakhill for our children by
  - Being **true to ourselves** and playing to our competencies
    - No Me-Too!
    - By living the joy of learning in everything we – and our students - do
  - Being **bold** ... investing despite the times and the pessimists
  - Working as a **team** and not as individuals ... beware “disruption”
  - **Competing against a reality**, and not a rival
  - Being **focused on our** purpose – the **children**, and not a return to shareholders
  - Providing **value** to all stakeholders – fees > parents; total education > students; compensation > teachers; engagement > community



# Build the school | 2008-2012



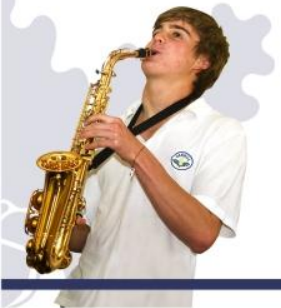
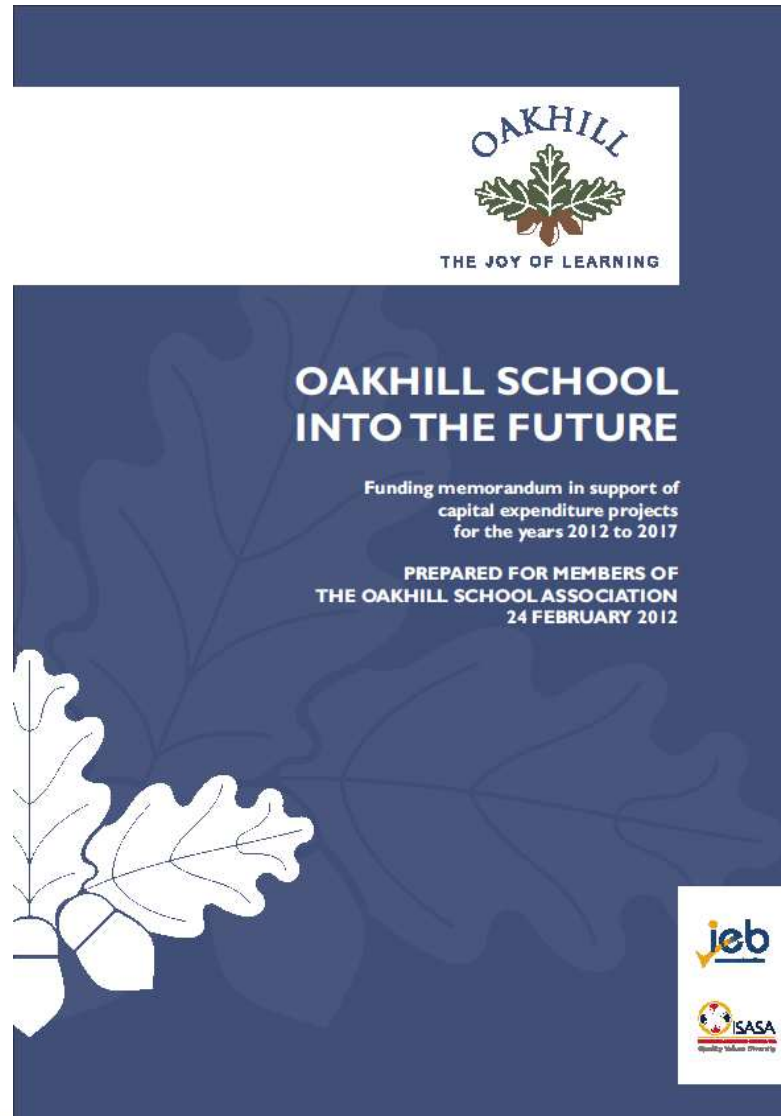
# Find the land | 2008-2012



# ...and the money | 2011-2012

- Bank mortgage against existing property
- Donation programme per element – eg “ANOTHER Hockey Field’
- Fund raising projects per element – eg astro turf

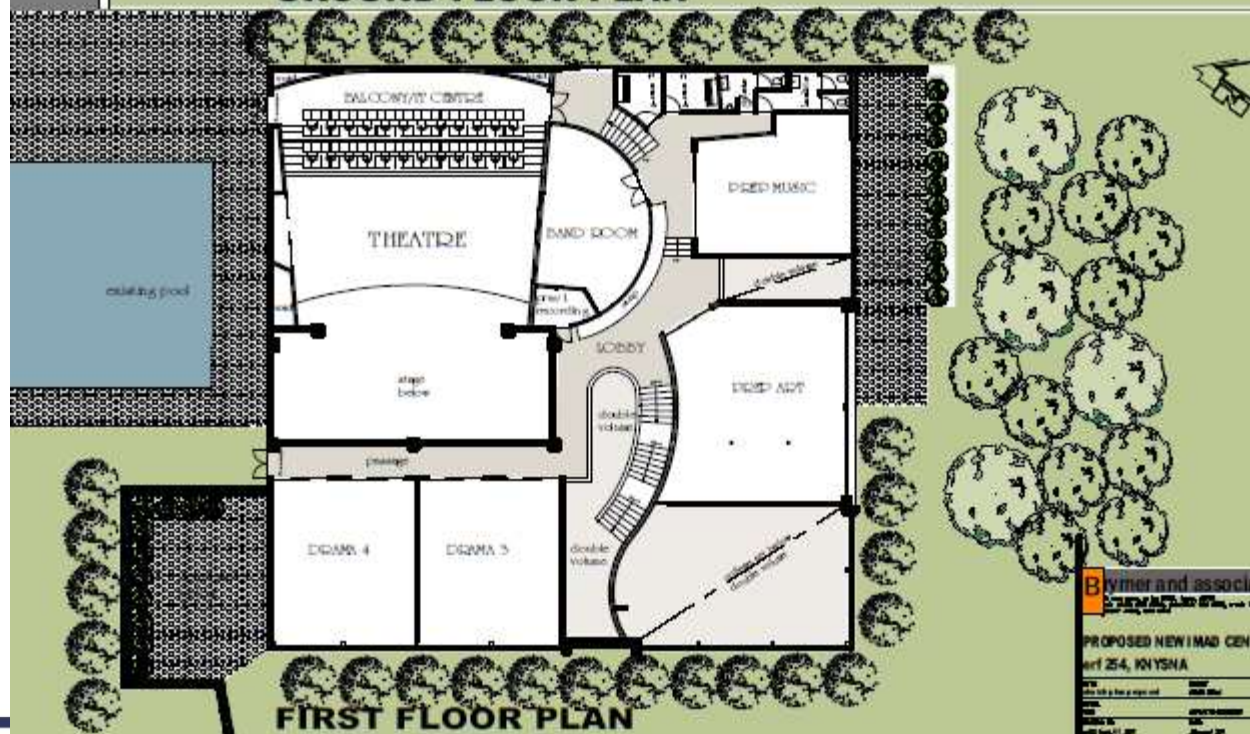
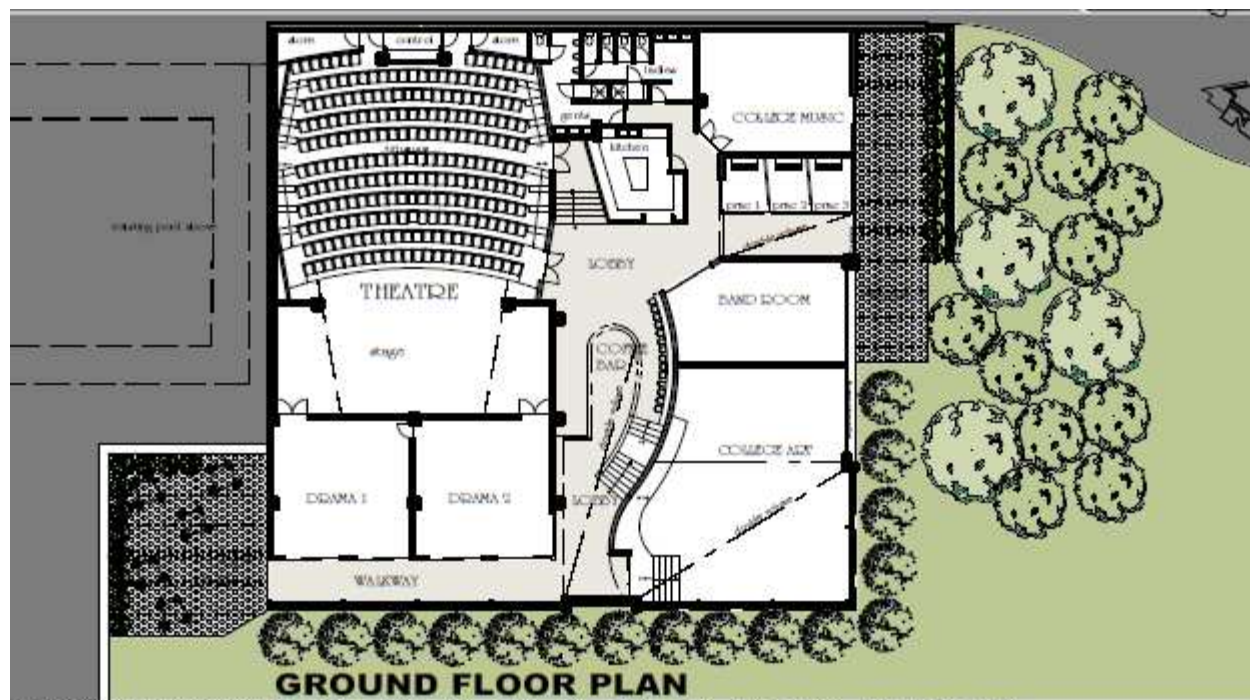
+



...and it'll look something like this















# Our next moves

- The Oakhill DNA ... a **blueprint**
- Build non-academic **management capacity**
- **Tidy governance** | realign external school structures, > transparency, policies
- **The future campus**
  - Count the money | Prioritize per planning schedule and commission work | Create and empower “project sub-committees”





Your  
next  
moves



## OAKHILL SCHOOL INTO THE FUTURE

Funding memorandum in support of  
capital expenditure projects  
for the years 2012 to 2017  
PREPARED FOR MEMBERS OF  
THE OAKHILL SCHOOL ASSOCIATION  
24 FEBRUARY 2012

