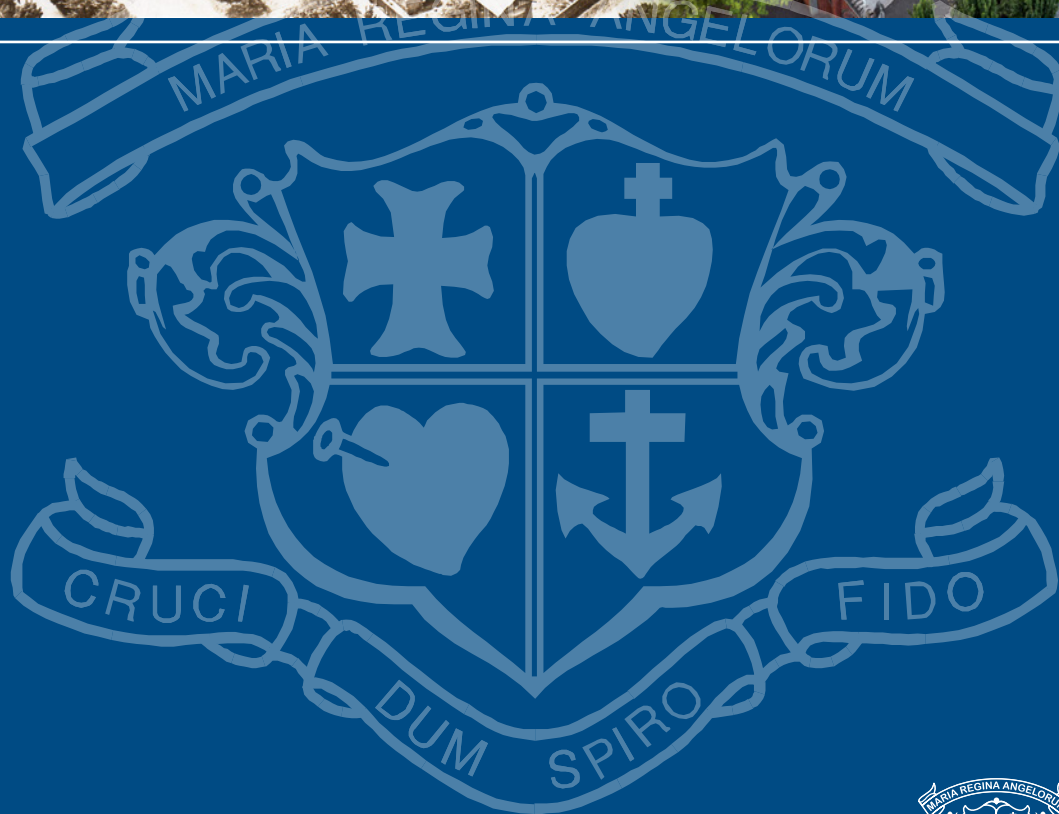


Loreto College Ballarat

BOARD & COMMITTEE RECRUITMENT PACK



2025



150
YEARS
1875-2025

Contents

The History of Loreto College Ballarat	4
Loreto College Ballarat today	5
Loreto College Ballarat tomorrow and beyond	6
Strategic Plan 2023 - 2027	6
Loreto College Ballarat Governance Framework	7
Board Committees	8
Finance & Audit Committee	9
Risk & Compliance Committee	9
Strategy & Investment Committee	9
Nominations Committee	9
Role of the Board	10
Duties of Members (Board and Committee)	11
Expectations of Appointed Persons	11
Time commitment	12
Board member	12
Committee member	12
Appointment Terms	12
Remuneration	13
Key Selection Criteria	13
Application Process	14



Our Vision and Mission

Loreto College Ballarat offers an innovative and contemporary education that engages students and prioritises student agency. We are committed to following in the footsteps of Mary Ward by developing courageous students able to thrive in a changing world.

Loreto College Ballarat provides a spirited Catholic education that values, engages and empowers young women for their global future. Loreto College is a welcoming, friendly community where each person is valued and where spirituality and learning are nurtured. With the Catholic perspective that formed the spirit and virtues of Mary Ward, young women are educated to strive for personal excellence.

Loreto College has its foundation in the gospel of Jesus Christ and is proud to be part of and contribute to the larger Catholic community. Loreto College builds on a strong and proud tradition of the education of girls, one which strives to offer “a Catholic education which liberates, empowers and motivates students to use their individual gifts with confidence, creativity and generosity in loving and responsible service.”

The five pillars of **Freedom, Justice, Sincerity, Verity and Felicity** summarise the vision of Loreto Education. We are a Catholic school with the expressed aim of living out the values of the Gospel. We are a Loreto school in the spirit of Mary Ward that believes strongly ‘that women in time will come to do great things.’



The History of Loreto College Ballarat



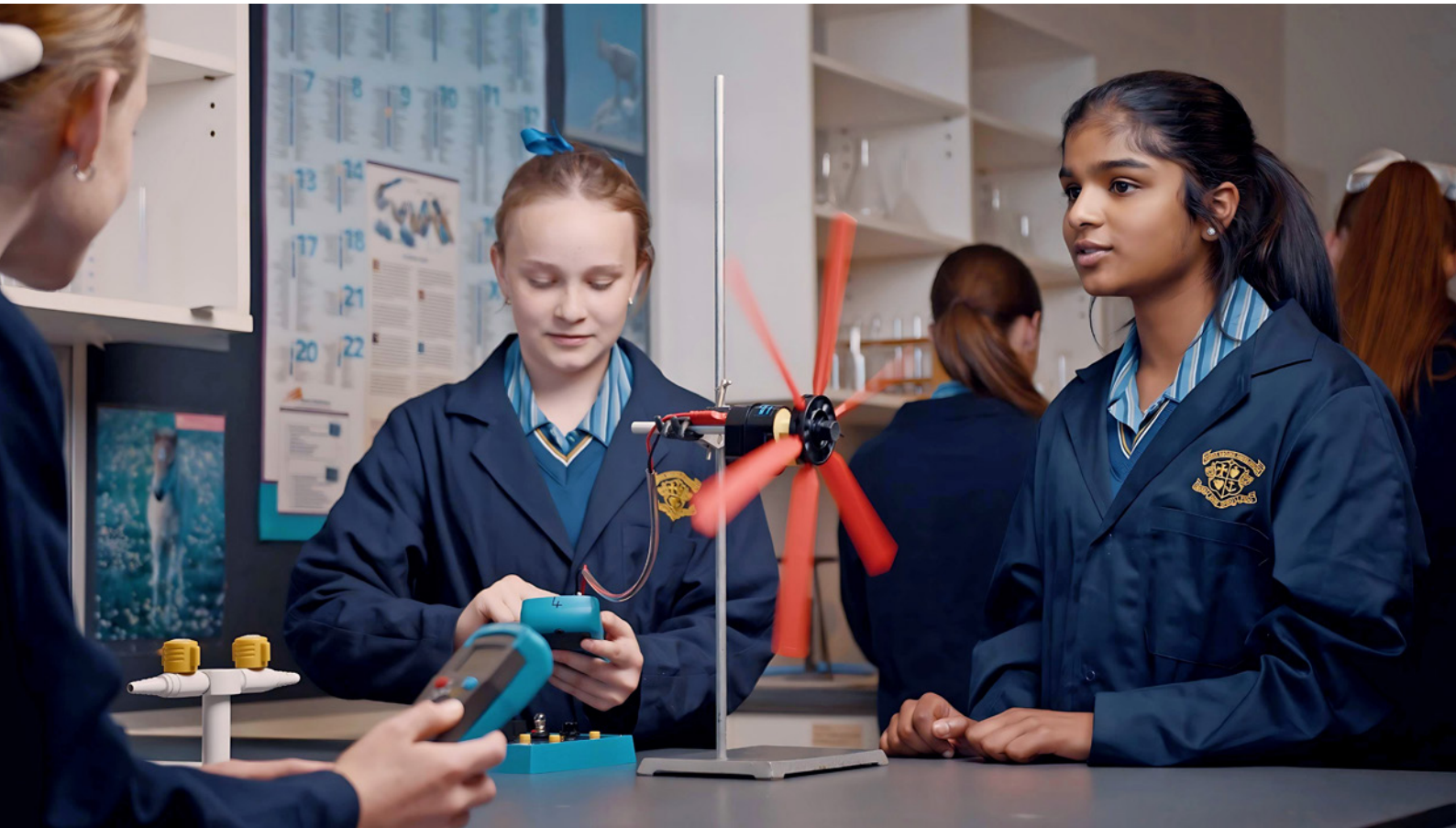
The Loreto school in Ballarat was the first Loreto school in Australia, established by Mother Gonzaga Barry and her community of sisters in 1875 following an invitation from the Bishop of Ballarat to establish a school for girls.

Mother Gonzaga had come to Australia from Ireland instilled with the educational vision of Mary Ward, who more than 400 years ago was committed to education for women built on 'the qualities of freedom, justice and sincerity'.

Holding close her faith and these ideals, Mother Gonzaga established Loreto schools in Ballarat vowing to 'educate the whole child' so that every girl, despite her background, was given '... a chance of distinguishing herself...'

It was Mother Gonzaga's view that offering girls a rounded education, including the sciences, 'would bring about reforms and improvements not yet dreamt of'.

Mother Gonzaga's educational endeavours came to include two schools for girls in Ballarat, at Mary's Mount and Dawson Street, as well as primary schools. From these beginnings, Mother Gonzaga's extraordinary vision and ability also saw Loreto schools established in Melbourne, Sydney, Brisbane, Adelaide and Perth.



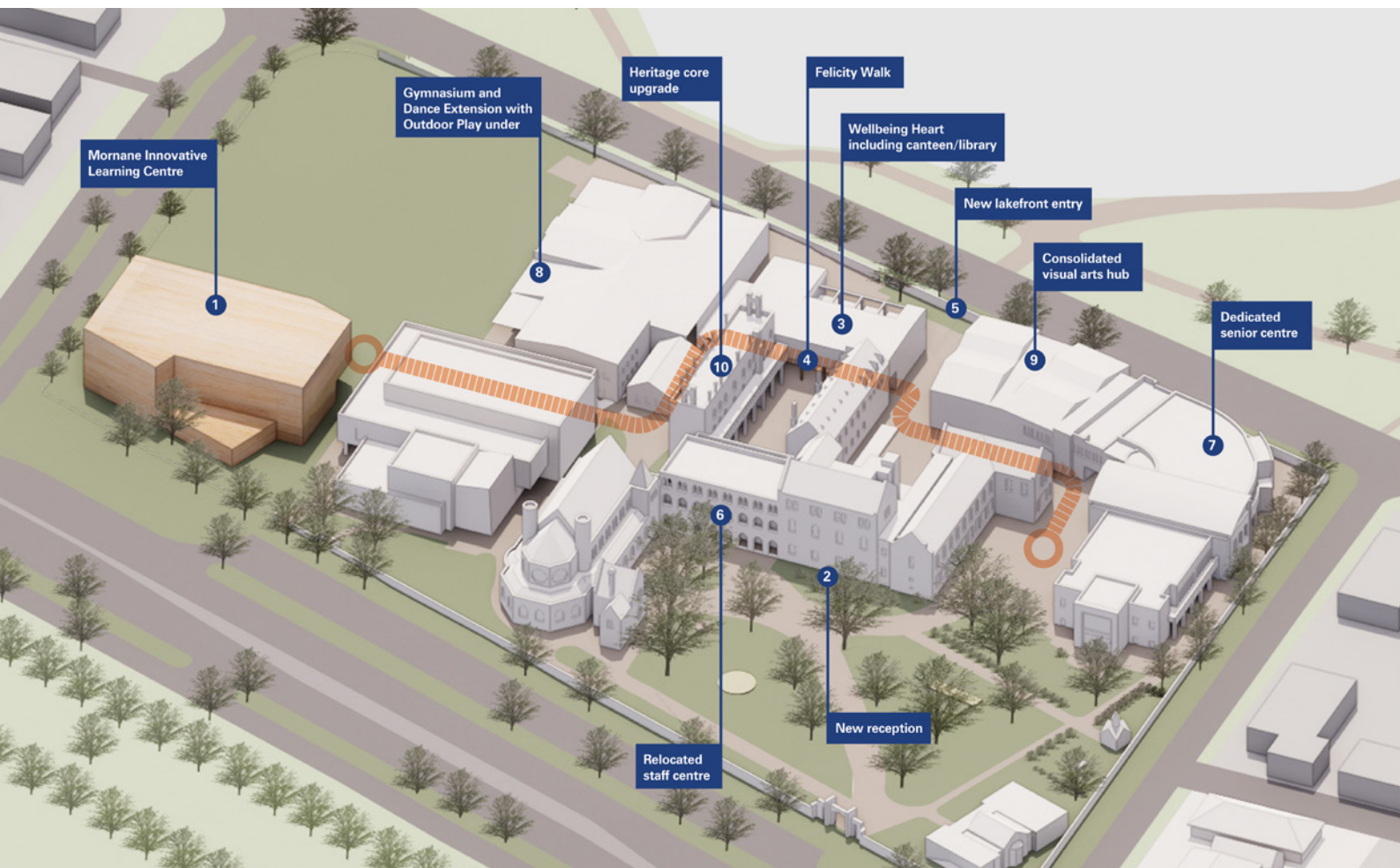
Loreto College Ballarat Today

Loreto College is a Year 7-12 Catholic secondary school for girls with a current enrolment of 952 students. Located in the growing regional city of Ballarat, Victoria, Australia, we have been proudly educating young women for over 150 years. The Loreto education tradition spans many centuries, inspired first by the founder of the Institute of the Blessed Virgin Mary, Mary Ward and grounded into the Australia context by Gonzaga Barry IBVM.

Loreto College Ballarat is part of an International network of Loreto schools and was the first Loreto school in Australia, established in 1875 by Mother Gonzaga Barry and her community of sisters. A contemporary school set in historic and beautiful surrounds, Loreto College builds on rich traditions of the past to provide students with a quality, progressive and dynamic education which becomes a foundation for their global future.

As we plan for future growth in our region, it remains our goal for a Loreto College graduate to be a young woman who is confident and equipped to engage actively in all aspects of life in the 21st century. We hope that a Loreto student will be responsible, motivated and independent with an abiding sense of her own personal, spiritual and social wellbeing and social justice.

At Loreto College, we strive for academic excellence, whilst never losing sight of the individual within, providing a modern education designed to support both achievements and challenges faced by students who are learning in a global society.



Loreto College Ballarat Tomorrow and Beyond

Strategic Plan 2023 - 2027

Our vision for Loreto College is to be an innovative and contemporary College that engages students and prioritises student agency. We are committed to following in the footsteps of Mary Ward by developing courageous students able to thrive in a changing world. The Strategic Plan framework of five Keystone Arches (symbolic of the Loreto Ballarat arches) has been created, grounded in the culture of Loreto's mission, vision and values.

With Mother Gonzaga Barry, the founder of Loreto schools in Australia as a role model for expansion and innovative change, Loreto College Ballarat is moving courageously forward to meet the need for Catholic education in the Loreto tradition.

With a goal to use environmentally sustainable design principles, the College aims to offer state-of-the-art secondary education facilities. A master plan was completed in 2024 with the College working with MGS Architects and Moloney Architects to plan and implement Stage One. Our aim is to enhance the learners' experience by promoting engagement with the world in creative and innovative ways.

You can find our Strategic Plan at loreto.vic.edu.au or [click the link here](#).

Loreto College Ballarat Governance Framework

The College is operated by Loreto Ballarat Limited (LBL), which is incorporated as a company limited by guarantee and reportable to its single member being Loreto Ministries Limited (LML).

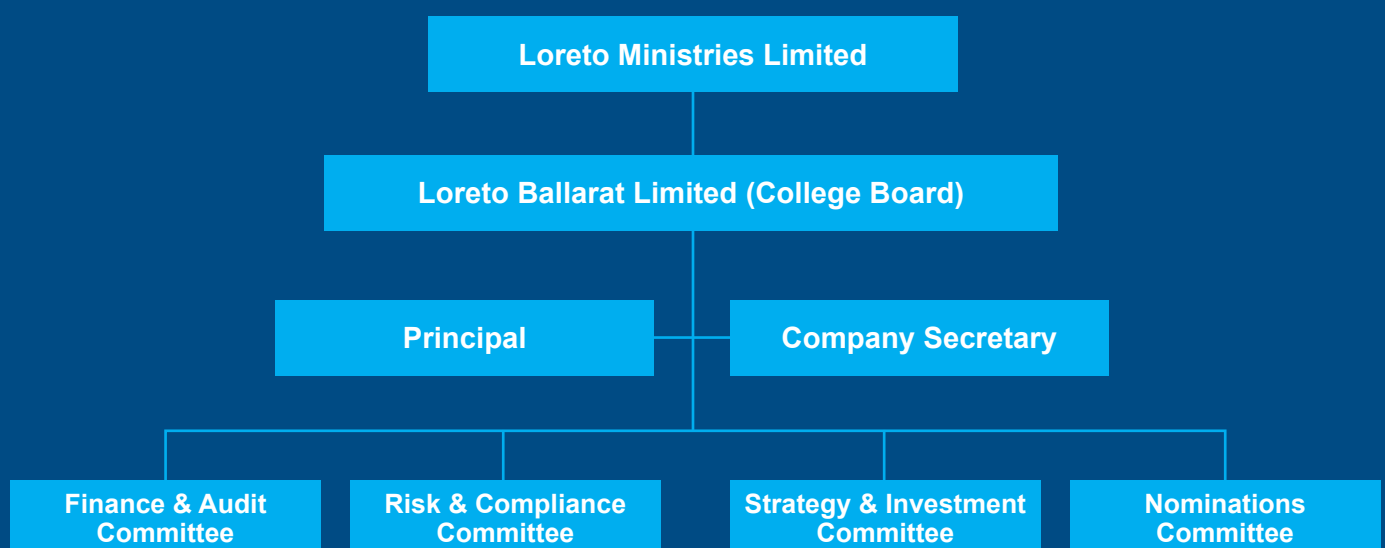
The College Board is responsible for governance and oversight in accordance with the Constitution and the Corporations Act (subject to Loreto Ministries' reserved powers), and to provide assistance and guidance to the Principal. The College Board has power (under its Constitution) to establish committees to assist and advise the College Board in the discharge of its functions.

Under the Constitution, appointments to the College Board are made by LML with appointments to Committees made by the College Board (LBL).

As a skills based Board, members are recruited across our various Committee's for the skills, experience, and competencies that they have developed from their personal and professional activities, and which they will continue to develop during their Board/Committee term.

The College Principal is the only direct employee of the College Board. Section 8.5 of the LBL Constitution prescribes that:

"The Principal must attend all meetings of the College Board, other than those meetings, or parts of any meetings, which are determined by the other members of the College Board to be 'in camera' sessions from which the Principal will be excluded. For the avoidance of doubt, the Principal is not a member of the College Board (as a Director or otherwise)."



Loreto Ballarat Limited is a Registered Charity under the ACNC.



Board Committees

The following Committees operate in an advisory capacity, and unless expressly authorised by resolution of the College Board, the Committees have no authority to make representations or bind Loreto Ballarat Limited, or the College Board, in any way.

Finance & Audit Committee

Responsibilities of the Finance & Audit Committee are to assist and advise the College Board in relation to the following matters:

- a) The appraisal and ratification of the annual budget; including any proposed school fee changes.
- b) The accuracy and presentation of the monthly financial reports; including results compared to budget, cash flows, fee collections and capital spending.
- c) The feasibility of future capital projects.
- d) The external auditors for Finance & Audit; Defining their scope of work, analysing auditor's performance and ensuring audit reports are appraised and acted upon.
- e) The College's adherence to state and federal laws in relation to employee entitlement payments, annual reporting and other financial commitments.

The above responsibilities are not exhaustive, and the Board may delegate other tasks and responsibilities to the Committee from time to time, on a temporary or permanent basis.

This Committee is chaired by a Board member with membership consisting of a mix of Board and Committee appointed members. Meetings are held twice per term and for 1 hour in duration (unless advised otherwise).

Risk & Compliance Committee

The Risk and Compliance Committee's primary role is to assist the Board in fulfilling its governance responsibilities for all entities within, or managed by the College by monitoring the:

- a) Operation of the Risk Management Framework: ensuring that the strategic and operational risks identified by the College are adequately monitored.
- b) Integrity of the College's risk register and profiles particularly with regards to the identification of all areas of potential risk.
- c) Review the College's ongoing risk mitigation strategies.

- d) Oversee the process of compliance against all compliance obligations with external regulatory and reporting bodies.
- e) Oversee the development and review of policies and procedures the College has in place to ensure compliance and mitigate risk.
- f) Direct and monitor an audit program to test the capability and compliance of policies developed to mitigate risk and ensure that action is taken to rectify areas of weakness.
- g) Workforce capability (including the College's safe system of work and employee compliance practices) and organisational culture to ensure that the workforce remain engaged and inspired to provide a spirited Catholic education that values, engages and empowers young women for their global future.

In addition, the Committee will specifically review, monitor and report on the following:

- i. Child Safeguarding Framework and related matters
- ii. Service risk and incident management
- iii. Effective workforce
- iv. Accreditation and assurance
- v. Education and research
- vi. Other matters specifically delegated to it by the Board.

In performing its duties that Committee will maintain effective relationships with the Board, the Principal and Business Manager and the external risk auditors.

This Committee is chaired by a Board member with membership consisting of a mix of Board and Committee appointed members. Meetings are held twice per term and for 1 hour in duration (unless advised otherwise).

Strategy & Investment Committee

The Committee is responsible to assist and advise the College Board in relation to the following matters:

- a) Property Master Plan design and implementation;
- b) Current building and major renovation projects with respect to scope, quality and cost control and adherence to;
- c) Building and Ground Improvements, including the general amenity of the College and essential building services maintenance;
- d) Asset management; and
- e) Procurement recommendations.

These responsibilities are not exhaustive, and the Board may delegate other tasks and responsibilities to the Committee from time to time, on a temporary or permanent basis

This Committee is chaired by a Board member with membership consisting of a mix of Board and Committee appointed members. Meetings are held twice per term and for 1 hour in duration (unless advised otherwise).

Nominations Committee

The Committee is responsible for:

- a) Identification and Evaluation: Developing and maintaining a list of potential candidates for Board and committee positions, ensuring a diverse and qualified pool. Evaluating candidates based on criteria such as skills, experience, alignment with the College's mission, and potential conflicts of interest.
- b) Recommendations: Recommending candidates to the Board for appointments, ensuring that the Board has the necessary skills and diversity to meet its strategic objectives.
- c) Succession Planning: Developing and implementing a succession plan for Board members to ensure continuity and effective governance.
- d) Board Development: Providing guidance on the induction, training, formation and development of Board members to enhance their effectiveness in governance roles through, but not limited to:
 - i. skills/competencies matrix management and review
 - ii. strategies to enhance Board diversity
 - iii. identification of suitable candidates
 - iv. developing and implementing procedures for periodic board self-assessment

Its primary purpose is to ensure that the Board of Loreto College Ballarat remains composed of individuals who possess the qualifications, experience, and commitment necessary to fulfill the College mission and governance responsibilities.

Meetings are held twice per year or as needed to fulfill its responsibilities.



Role of the Board

The College Board is accountable to Loreto Ministries and is required to ensure that it or the College:

- 1) develops quality education in the Loreto tradition;
- 2) develops and disseminates a clear statement of the College's mission and objectives which are consistent with the religious and educational philosophy of the Institute;
- 3) selecting and recommending the appointment of the Principal to the Loreto Ministries Board Chair;
- 4) reviewing the performance of the Principal annually and conducting the summative appraisal prior to renewal of contract according to the contract and within the designated timeframe;
- 5) supporting the Principal as well as providing for the professional development of the Principal;
- 6) recommending the reappointment of the Principal or any termination of a contract for the Principal (other than by effluxion of time) to the Loreto Ministries Board Chair;
- 7) develops a strategic plan to ensure the mission, objectives and policies are consistent with the educational philosophy of the Institute;
- 8) ensures a culture of care for, and protection of, all students in the College;
- 9) ensures the culture of the College allows the protection of children under required legislation and that this is adhered to by all staff, contractors and volunteers;
- 10) develops, and submits for approval, a master plan in line with the strategic objectives of the College;
- 11) communicates appropriately with all members of the College community including teaching and education support staff, parent body, past pupils and any other relevant group;
- 12) ensures proper governance practices, appropriate standards of ethical behaviour, corporate governance and social responsibility are established and that processes are implemented to monitor adherence to these standards;
- 13) inducts new directors and provides ongoing formation and development of directors;
- 14) ensures, through succession planning, a composition of the College Board which reflects diversity, a balance of expertise and a range of perspectives;
- 15) oversees the existence and adequacy of systems to ensure compliance with all laws, regulations, funding requirements and other obligations;
- 16) oversees the development, use and maintenance of the land and buildings and other assets in their care; and
- 17) monitors the financial well-being of the Board including capital assets, operating budgets, fundraising, and endowments.

Duties of Members (Board and Committee)

As for the appointed members of any company or organisation, all appointed Loreto members (Board and its Committees) have specific duties imposed on them by various statutes and the common law. Some of the more significant of these duties are:

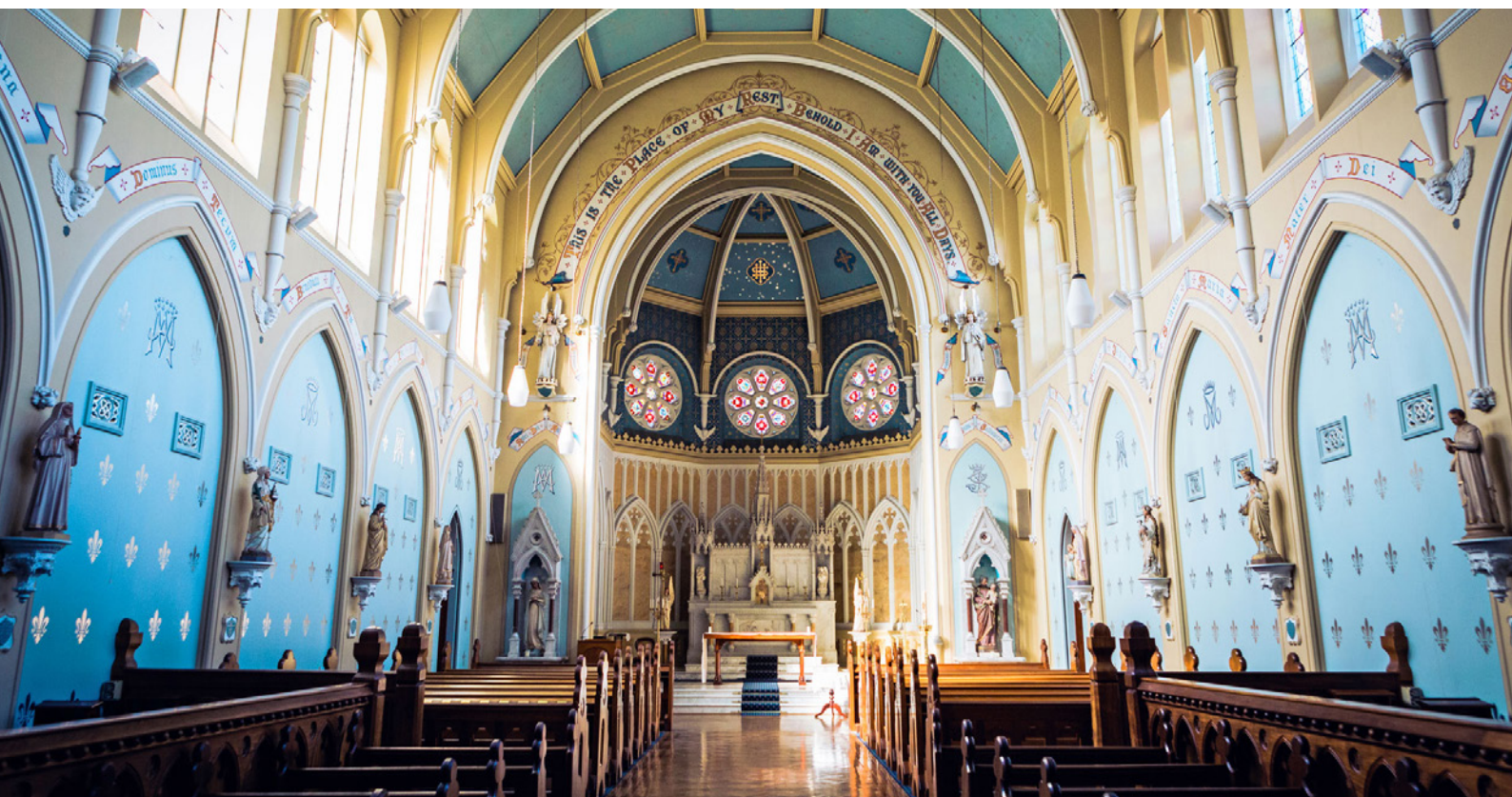
- act with a degree of care and diligence that a reasonable person would exercise in the circumstances;
- act in good faith in the interests of the organisation as a whole;
- exercise powers for a proper purpose;
- avoid conflicts of interest;
- prevent insolvent trading;
- not make improper use of information or their position; and
- independently consider matters that come to the Board and make informed decisions.

Expectations of Appointed Persons

Appointed Persons of Loreto College Ballarat are expected to comply with the spirit and letter of the College's Constitution, the principles and culture expressed in the Loreto Ministries Governance Manual, and the law as it applies to the College. In fulfilling their duties, including as part of any Board Committees, Appointed Persons will ensure that they conduct themselves appropriately at all times and:

- possess a current Working with Children Check (volunteer);
- exercise the powers of office for a proper purpose, in the best interests of the School;
- fulfil their fiduciary duty to the College appropriate to the Appointed Persons position;
- act with care and diligence in fulfilling the functions of office;
- discharge their duties in good faith and with honesty;
- ensure that meeting papers are sufficiently reviewed prior to each meeting to enable full participation;
- give of their expertise generously;
- not allow personal interests or interests of their associates to conflict¹ with those of the College;
- undertake diligent analysis of all proposals placed before the Board;
- make appropriate enquiries to ensure the College is operating efficiently and legally to achieve its goals;
- demonstrate commercial reasonableness in their decisions;
- abide by, and uphold, the final decision of the Board;
- keep all confidences shared during meetings;
- not make improper use of information acquired as an Appointed Person;
- report relevant issues to the Board/Committee Chair related to the role of the Appointed Person;
- comply with all policies of the College relevant to the operations of the Board;
- not engage in conduct likely to discredit the College; and
- understand that any unacceptable behaviour/misconduct will be dealt with and appropriate action taken.

¹: Appointed Persons must declare any conflict of interest in advance or as it arises. In practice, they will be required to declare conflicts of interest, either as a standing notice, or at the beginning of each Board or Committee meeting, and act as directed by the Chair.



Time commitment

The required investment of time varies for Board and Committee appointed members as follows:

Board member

- Preparation for Board meetings (4 hours) twice per term
- Attendance at Board meetings (up to 3 hours) twice per term
- Access to email between meetings
- Participation in at least one strategic planning/review workshop annually
- Attendance at the designated College functions throughout the year
- Participation in one or more committee meetings (1 hour) twice per term

Committee member (also applicable to Board members appointed to specific Committees)

- Preparation for Committee meetings (1.5 hours) twice per term
- Attendance at Committee meetings (1 hour) twice per term
- Access to email between meetings
- Participation in at least one strategic planning/review workshop annually

Appointment Terms

Committee members are appointed for an initial two year term. Upon agreement with the Board Executive, members terms can be extended further as required.

Remuneration

As prescribed under the Loreto Ballarat Limited Constitution (s. 4c), Board and Committee members are not eligible for remuneration.

Key Selection Criteria

The criteria listed below will inform the selection process:

- Motivation/interest for joining the Loreto Ballarat Board or Committees
- Relevant current or previous affiliation with Loreto College (Ballarat or other)
- Skills and expertise that complement the Board and support the strategic needs of the College
- Proven experience in one or more of the following areas:
 - o ICT
 - o Catholic Education
 - o Legal
 - o Human Resources
 - o Financial Management
 - o Management Accounting
 - o Business and Property Management
 - o Marketing, Communications, and Engagement
- Ability to provide leadership and contribute to the governance and stewardship of Loreto College Ballarat.
- Full disclosure of any pecuniary or conflict of interest that may affect the ability to serve
- Completion of the Australian Institute of Company Directors Course is highly desirable

To apply please provide the following by 9.00am on Monday 21st July 2025.

- Cover letter clearly outlining appointment preference for which Committee
 - o If also interested in a Board position (now or future) please indicate this
- Response to selection criteria (no more than 3 pages)
- Resume
- Contact details of at least one referee

All enquiries and applications regarding this expression of interest should be directed to:

Ms Melanie Robertson
Board Chair
Loreto Ballarat Limited

EAPrincipal@loreto.vic.edu.au



Application Process

All expressions of interest will be fully considered by the Nominations Committee.

The application process will include:

- A review of written applications
- Short listing of applicants for interview
- Initial telephone discussion with member of the Board Executive
- Selection of preferred candidate(s) for interview
- Completion of Reference Checks
- Offer and appointment

The decision to invite an applicant to join a Committee (or recommendation presented to Loreto Ministries to appoint a Board member) will be based upon the constitution of the Board, individuals with industry or personal skills that the Board would like to include and responses to the above questions. Please feel free to provide additional information in support of this expression of interest.

As a leading regional employer of choice, Loreto College Ballarat is committed to encouraging diversity and inclusion. Should you require any reasonable adjustments or support in submitting your application, please contact the College.



Our History **YOUR FUTURE**

Celebrating 150 Years of Education





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Ballarat VIC 3350

03 5329 6100

loreto.vic.edu.au