

Loreto Mandeville Hall Toorak

# Strategic Plan



LORETO  
Mandeville Hall Toorak

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2025



“The School seeks to enable each student to develop and grow in an environment that values social conscience, sincerity, integrity and optimism. Mary Ward said ‘women in time to come will do much’ and each Loreto student is inspired to do so.”

– Dr Susan Stevens, Principal



# Strategic Plan 2025

“Do something to ennoble their lives, and aim at something excellent.”

– Mother Mary Gonzaga Barry

Loreto Mandeville Hall Toorak is a Catholic independent girls school and is acknowledged as one of the leading schools in Australia. Highly regarded for our academic, cultural, sporting, pastoral and social justice programs, we aim to produce young women who are well educated, well-informed and able to thrive in a fast changing world; young women who have a strong personal interest in actively shaping a positive future for their community, be it local, national or global.

Over the last 12 months, the Board, together with the Leadership Team, have revised the School’s strategic plan. This involved assessing the School’s performance relative to our current strategic plan and examining the forces that are shaping future education and the way in which it is delivered. Strategic Plan 2025 is the culmination of that work and outlines the school’s vision and strategic priorities for the next five years.

Loreto Mandeville Hall Toorak is proud to be a member of the international Mary Ward schools’ network, comprising over 100

schools and spanning five continents. Eight of those schools are located in Australia and together form the Loreto Schools of Australia. The Mary Ward Schools Compass and the Loreto Schools of Australia Mission Statement provide a strong foundation for our vision and strategy. Both incorporate the values of freedom, justice, sincerity, verity and felicity, which have provided a framework for Loreto education for over 400 years. These values remain fundamental to our school and underpin the education of our students and our proud tradition.

Embracing this framework, we have formulated a strategic plan which will enable the School to continue to perform at the level of excellence that we have come to expect from Loreto Toorak, and in doing so, deliver the best outcomes for students, staff and the broader Loreto community. This plan reaffirms our vision and outlines the strategic priorities which will project the school forward and ensure its ongoing success.

We are pleased to present Strategic Plan 2025.



**Ms Angela O'Dwyer**  
Principal



**Mr Louis Chiam**  
Chair of the Board



# Mary Ward Compass

A guiding educational resource for all global Mary Ward Schools was developed in 2017. This came as a result of over 60 Congregation Jesus (CJ) and IBVM representatives from 21 countries coming together to form a unified network. The Mary Ward School Compass will be incorporated into the revised Loreto Education Philosophy.

## Being an Agent of Change

A Mary Ward school today discerns what change is happening or needed, and encourages collaborative work to embrace change in order to take God's purpose forward through education.

*(cf KG pp 3&7)*

## Owning and Developing the Charism

A Mary Ward school today joyfully accepts responsibility for evolving and unfolding in our time the God-given charism that Mary Ward channelled in her time. We continue to interpret this charism, adapting what has been passed on to us, in creative and innovative ways congruent to the times.

*(cf KG p 2, IBVM Call 1, CJ Call 8)*

## Embracing and Affirming Diversity

A Mary Ward school today embraces diversity as a mirroring of the wonder of Creation. Seeing the image of God in human diversity, we encourage the young to discover their interdependence so they each find their own dignity – "I am because you are" – \* and feel truly affirmed and included.

*(cf KG pp 6-7; IBVM Call 5)*

## Keeping our Focus Fixed

A Mary Ward school today continues to take its bearings from Jesus, his gospel, and our charism, and to be guided by our JUST SOUL traditional values of Justice, Verity (Truth), Sincerity, Freedom, and Felicity (Joy).

*(cf KG pp 1-2 & IBVM Call 1)*

*(bearings, direction)*

## Guiding and Guarding in the use of Media

A Mary Ward school today develops responsive and effective ways to enable the young to engage safely and ethically with social media and emerging technology. This ensures the integrity of relationships while enhancing the opportunity for learning and creating global digital citizens.

*(cf KG pp 7-8 & CJ Call 8)*

## Cultivating Values Needed Now

A Mary Ward school today promotes not only the traditional values in which it is rooted but also those values needed for education that is responsive and relevant to the present reality and to the future.

*(cf KG pp 1 & 7)*

## Thinking and Acting Justly

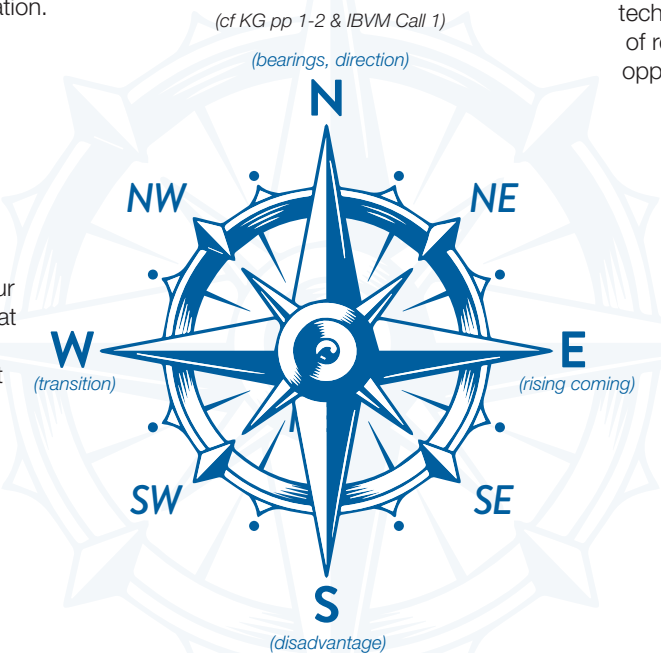
A Mary Ward school today is aware of inequalities and oppression in the world of which it is part, and strives to be part of the solution, building peace by helping the young to think and act justly in response to injustice – whether in the school community, the broader community, or the environment.

*(cf KG p 3,6,7,9; IBVM 2; CJ 5,6)*

## Engaging with the Bigger Picture

A Mary Ward school today, recognising the interconnectedness of all things, finds educational ways to engage with Laudato si' and Agenda 2030: Transforming our World We promote the values, skills, and behaviours needed for living as global citizens finding fulfilment in harmony with all of creation.

*(cf KG p 3; IBVM 2,4,5; and CJ 4,5,6)*



# Loreto Schools of Australia

Loreto schools 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.

– Loreto Schools of Australia Mission Statement

When Mary Ward founded the Institute of the Blessed Virgin Mary (IBVM) in 1609, she recognised the critical difference that education could make to her troubled world, especially through the care and development of faith. Offering girls the kind of education that would make them “seekers of truth and doers of justice” was innovative and controversial. Over 400 years later, the spirit of Mary Ward continues to inspire.

A Loreto education is based on the core values of:

**Freedom** — encourages self-discipline and gives genuine responsibility to students, because risk and flexibility are more allied to this lively spirit of freedom than conformity and unthinking dependence.

**Justice** — helping people to recognise the inherent dignity of each individual and of the natural environment and to become aware of the rights and responsibilities of all. We encourage students to use their gifts purposefully in a spirit of gratitude, compassion and hope. We aim for our students to be people who are honest and fair in their dealings, who show empathy and respect for others without discrimination, and whose lives include a real element of active and generous contribution to the community.

**Sincerity** — Mary Ward said, “We should be such as we appear and appear such as we are.” Self-acceptance sets us free from pretence and defensiveness, free to relate honestly and affectionately, to love our neighbour as ourselves. This is a challenge for all of us, involving commitment to the ongoing process of self-knowledge which leads to self-acceptance.

**Verity** — seeking integrity and truth, particularly the profound truth of who we are, and what gives meaning to our lives. Verity underpins the essential dignity of every human being. At the same time it challenges us to invest our everyday living with value: “this is verity, to do what we have to do well” (Mary Ward).

**Felicity** — an attitude of the mind, a disposition of the heart which manifests itself in cheerfulness, good humour, joy, happiness, hope, optimism, friendliness, courtesy, positive thinking, inner peace, self-acceptance and courage.



# Our Vision

**Loreto Toorak is a Catholic Independent Girls' School that aspires to be the leading school in Australia, and a leading school internationally. Our academic, cultural, sporting and pastoral programs are all integral to the holistic education of our students. We aim to produce young women who are well educated, well-informed and able to thrive in a fast changing world; young women who have a strong personal interest in actively shaping a positive future for their community, be it local, national or global.**

Firmly grounded in the ethos and values of the Foundress of the Loreto Sisters, Mary Ward, Loreto Toorak offers an education that liberates, empowers and motivates students. An emphasis on Positive Education supports our vision to form young women who are confident, independent, compassionate and gracious, with character and intellectual formation of the highest calibre.

This vision is supported by a vibrant and inclusive school community, comprised of students and staff, current and past parents, alumni - no matter where their lives may take them - and broader friends and partners of the school. The strength of this extensive Loreto community ensures a genuine and enduring connectedness with all that is Loreto, at a local, national and international level.





Justice Verity  
Sincerity Felicity  
Freedom





# Strategic Priorities

During the next five years our vision and aims will be achieved with a key emphasis on the successful implementation of the following strategic priorities:

1. Student Formation
2. Leading Excellence in Learning and Teaching
3. Inspiring and Motivated Staff
4. Facilities, Resources and Infrastructure
5. Financial Strength
6. Community Engagement





# 1. Student Formation

**The education of the heart and mind is at the core of our Loreto School. We aim for our graduates to be “seekers of truth and doers of justice”.**

**We are committed to:**

- Providing rich and diverse programs that enable students to identify and pursue their passions, and challenge them to be the best they can be
- A pastoral care program based upon the tenets of Positive Education which builds resilience and opportunities and ensures the holistic growth of each individual student
- Developing inclusive leaders who value diversity and can engage with others through respectful and ethical behaviour, meaningful communication and informed decision making
- The development of young women who are formed by the Loreto Values of Justice, Sincerity, Felicity, Verity and Freedom
- Encouraging students to make a positive difference in society through their actions and leadership as current and future global citizens





## 2. Leading Excellence in Learning and Teaching

**We strive for excellence in learning and teaching in order to build individual student capacity, accomplishment and attainment. We seek to ensure that all students reach their full potential as learners.**

**We are committed to:**

- Providing the best quality learning opportunities for all students
- A continuous review of subject choices with attention to rigour, relevance, innovation in curriculum design and emerging technologies
- The continuous improvement of academic standards across all faculties with an emphasis on developing critical and creative thinking
- Developing structures within the school to enable a robust scope and sequence of learning from Preparatory to Year 12
- Supporting diversity and differentiation in student learning to further enhance individual student achievement, through the provision of specialised support and extension programs
- Developing strategic local and global partnerships to enrich the educational outcomes of our students.





### 3. Inspiring and Motivated Staff

**Our staff are the most valuable resource within the School. We value our staff, and commit to providing them with a safe, stimulating and rewarding working environment.**

**We are committed to:**

- Staff who are aligned to the Loreto values and charism and who embrace the principles of Mary Ward schools
- Loreto Toorak being an employer of choice, attracting, developing and retaining staff who are, or can be, leaders in their field and who inspire and challenge their students
- Staff development which enables further enhancement of skills enabling career progression and succession planning
- Staff who are digitally literate and engaged with wider networks; who are willing and able to adapt their practice to suit the challenges of today and the possibilities of tomorrow
- Further developing and maintaining an optimistic, reflective, collaborative, solutions focused, respectful and cohesive staff culture





## 4. Facilities, Resources and Infrastructure

The provision of quality facilities, resources and infrastructure on our single campus is critical to serve the educational needs of our students. This provision seeks to also offer appropriate flexibility necessary for the future, as well as inspiring staff and students to pursue excellence in both teaching and learning.



### We are committed to:

- Creating areas of learning excellence that are consistent with our property MasterPlan and optimise the available space
- Investing in quality teaching and learning spaces that meet the needs of all students and inspire learning across the campus
- Developing best environmental practice in the School's operations
- A best practice Risk Management framework that identifies key risks and strategies to mitigate these risks
- An Information Technology strategy that provides for current and future technology needs





## 5. Financial Strength

**A strong and sustainable financial position is paramount to successful long-term planning.**

**We are committed to:**

- Sustainable financial performance enabling the School to fund its vision and strategic priorities from operations
- The setting of annual fees to enable:
  - the best possible value proposition for families
  - greater accessibility to students from a diverse range of backgrounds
- Growing the Scholarship Fund to a level that enables the school to fund bursaries and improve accessibility to the school
- Appropriate financial systems and resources to achieve and maintain a level of best practice in business operations.





## 6. Community Engagement

**The inclusiveness and support of the Loreto community is a key strength of the School and critical to our success and paramount for our long-term planning.**

**We are committed to:**

- Developing lifelong relationships with and amongst students, staff and families through a wide range of programs and events which enable engagement from different sections of the School community.
- Developing an alumnae program that enables the benefit of a Loreto Education to extend well beyond the time at school as a student
- Building a local and global network of alumnae who can engage with and support the vision of the School and have the opportunity to be engaged with the broader Loreto Mission, particularly its commitment to social justice
- Developing and maintaining effective and collaborative partnerships with a range of academic, corporate, community and social justice organisations
- Growing the number of Silk Society members; supporters of the School that have committed to be Bequestors to the School







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