



Our Lady of  
Mercy College



Embracing Life | Nurturing Faith | Inspiring Learning



CATHOLIC  
EDUCATION  
WESTERN AUSTRALIA

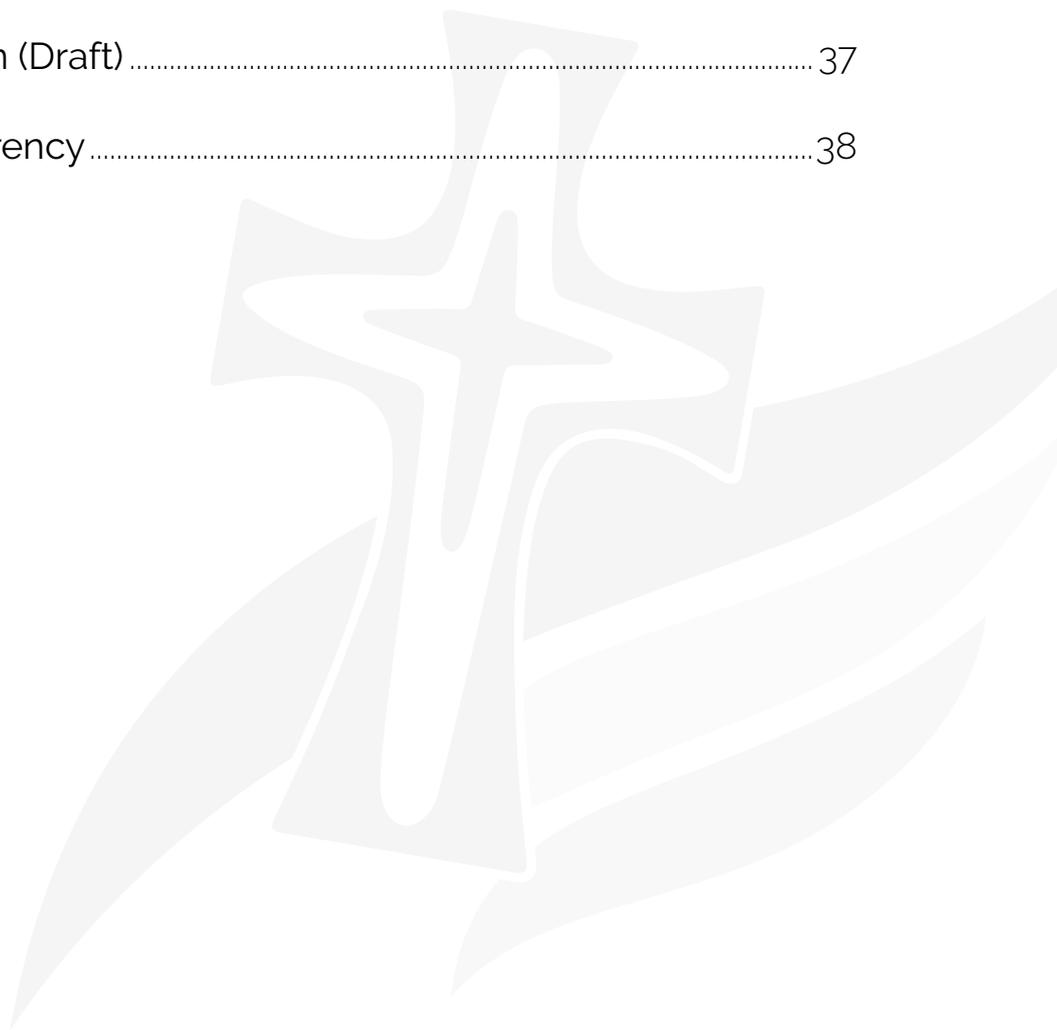
Our Lady of Mercy College

CAPITAL DEVELOPMENT SUBMISSION

September 2021

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# Our Story

Our Lady of Mercy College (OLMC) commenced in 2020 as a co-educational secondary school. Situated in Australind, the College occupies the former site of the Mercy Campus of Bunbury Catholic College (BCC).

Many of the students and staff formerly attended or were employed by BCC. The majority of leadership positions were situated on the other BCC campus as were the key academic, administrative, pastoral, enrolment, marketing and maintenance functions and resources.

The decision to separate the two campuses has been welcomed by the community, parents, students and staff view the decision as both timely and positive. In 18 months, the College has been able to establish a significant presence and footprint within the local area and the extended communities of Roelands, Binningup, Harvey, Brunswick Junction and Collie. In its first year of operation, the College achieved the highest median ATAR result of any regional school throughout Western Australia and was ranked in 8th position within Catholic schools.

At OLMC the three College pillars of Embracing Life, Nurturing Faith and Inspiring Learning are developed within a context of 'Working in Partnership'. The Catholic faith, in the Mercy tradition, is at the heart of the College. We encourage our students to embrace all aspects of life, to nurture their spirituality and to let their natural curiosity inspire deep learning. Our students are learning for today, and learning for the future.

A strong sense of community has been established and word of mouth referrals have contributed significantly to a substantial increase in enrolments.

The student population number increased from 575 to 681 (+18%) in 2021 and will further increase to 812 (+18%) in 2022. The requested facilities within this plan are urgently required for 2024 when the enrolment will be 978, followed by 1017 in 2025 and 1078 in 2026.

The College Prospectus which follows, provides additional information about the College and the educational pathways and opportunities available.



Our Lady of  
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### Learning for today; Learning for the future

Our Lady of Mercy College is a nurturing, co-educational, secondary College for students from Year 7 to Year 12. Situated in a peaceful environment, our beautiful College has been designed with students in mind. It has engaging learning areas and an abundance of open space and sporting facilities.

The Catholic faith, in the Mercy tradition, is at the heart of the College.

We encourage our students to embrace all aspects of life, to nurture their spirituality and to let their natural curiosity inspire deep learning. Our focus upon global competencies, ensures our students are engaged in relevant real-world issues. They are learning for today, and learning for the future.



### Embracing Life

**We encourage our students to become the best person they can be and to build healthy relationships with others.**

By facing the challenges which are part of life with a positive outlook, our young people can move with purpose towards achieving their goals.

At Our Lady of Mercy College, support for student wellbeing is developed through a growth mindset that uses a 'strength-based' approach. Helping students to know their strengths, and how to use them whilst working through challenges, assists them to develop greater resilience.

The College's proactive approach to wellbeing is seen as an essential step in helping students to maximise their opportunities.



*"I think a good way to embrace life here is to try new things. Whether it is a sports carnival or the debating team, I think you should make the most of opportunities that come your way and have a go."*

Luke Franks, Year 7



## Nurturing Faith

**We support our students to develop their own sense of spirituality to guide their decision making.**

Our Lady of Mercy College has adopted the Mercy Educational Values of Respect, Compassion, Justice, Courage, Service and Hospitality.

Students are encouraged to integrate these values into all aspects of their lives. We call this, 'The Mercy Way'.

The Christian Service Learning programs in Years 7-10 provide focused home and community-based activities which further develop these values.

Students nurture their spirituality by attending an annual retreat with their year group. They regularly participate in school and class liturgies, and celebrate House and College Feast Days alongside other important Catholic days.



*"One of the things we do here is a program called Christian Service Learning. It's about helping our parents around the house. This shows the Mercy Value of Service when we help others."*

John Standley, Year 7

## Inspiring Learning



**We want to develop learners who can thrive in turbulent and complex times, apply critical thinking to new situations and change the world by developing solutions to local and global issues.**

Our Mercy Vision for Learning is at the heart of student learning, and reflects our community's local context.

Our guiding philosophy encourages our students to embrace all aspects of life, nurture their spirituality and let their natural curiosity inspire deep learning.

By integrating faith, life and culture, we use our Mercy Vision for Learning as a resource to support the transformational journey of our students.

Our focus on global competencies ensures our students are engaged in learning about relevant real-world issues for today and the future.

All students attending Our Lady of Mercy College undertake courses in Religious Education. In addition to this, students will study in the areas of English, Maths, Science and Humanities.

Year 7 students engage in a rotation of elective courses. This approach is designed to give students experience in new learning areas, providing them with opportunities to identify subjects that appeal to both their strengths and interests to focus on in Years 8-12. These areas include the Arts, Health and Physical Education, Languages, Design and Digital Technologies.

*"When you are learning, it is important to try your best and know that your teachers will assist you when you need help and there are other students that will help you too."*

Sienna Italiano, Year 7

### Careers Planning and VET Team

The College has a dedicated Careers Planning and Vocational Education and Training Team. The team provides students and parents with relevant in-depth information to assist them in making choices regarding employment, training and further study.

To create exciting opportunities for our students, the Careers and VET Team works closely with local businesses and training providers.



### Learning Support

We support all students in their learning to help them to achieve their full potential. In particular, our Learning Support Team works closely with students, families and teachers to develop and deliver individual learning plans for students with learning difficulties and disabilities.

### Co-Curricular Activities

Our Lady of Mercy College offers a broad range of co-curricular activities aimed at broadening and enhancing the day to day curriculum and offering opportunities for further skill development, creative expression, innovation and teamwork. Activities include the Year 7 activity days, Year 10 adventure camp, Year 12 retreat, Tournament of Minds, Debating, Philosothon, the Australian Geography Competition, the Australian History Competition, Young Writers' Days, Speak for Faith, Yoh Fest, Music Club and Book Club.

### Academic Support

The College offers a successful tutoring program for our students during school hours and after school. These include after school tutoring in Mathematics, English and Science for all year levels and specialist tutoring in Years 11 and 12.

### Instrumental Music Program

The College offers students the opportunity to learn an instrument through our Instrumental Music Program. Music lessons, including singing, are available for complete beginners through to the more advanced students.

Students have the option to join a number of ensembles to further their enjoyment and skills in the area of Music.

### Sports Science Program – Leadership and Performance (LEAP)

This specialist program commences at the College in 2022. This exciting initiative will appeal to those interested in a career pathway directed towards Sports Science, Health and Fitness.

The program provides students with the opportunity to enhance their skills and knowledge in a wide range of sporting fields. Importantly, it will also focus on enhancing their leadership and team building characteristics.

### How to enrol

Applications for enrolment can be made through our website [www.olmca.wa.edu.au](http://www.olmca.wa.edu.au). Please complete the online enrolment form. You will be asked to upload your child's Birth Certificate, Baptism Certificate and Visa/ Citizenship Certificate (if applicable) with the application. A non-refundable \$50 Enrolment Application Fee applies.

For more information on enrolling your child, please email [enrolments@olmca.wa.edu.au](mailto:enrolments@olmca.wa.edu.au) or contact the College Registrar on (08) 9720 3300.



100 Leisure Drive, PO Box 220, Australind WA 6233. P: (08) 9720 3300  
[admin@olmca.wa.edu.au](mailto:admin@olmca.wa.edu.au) | [www.olmca.wa.edu.au](http://www.olmca.wa.edu.au)

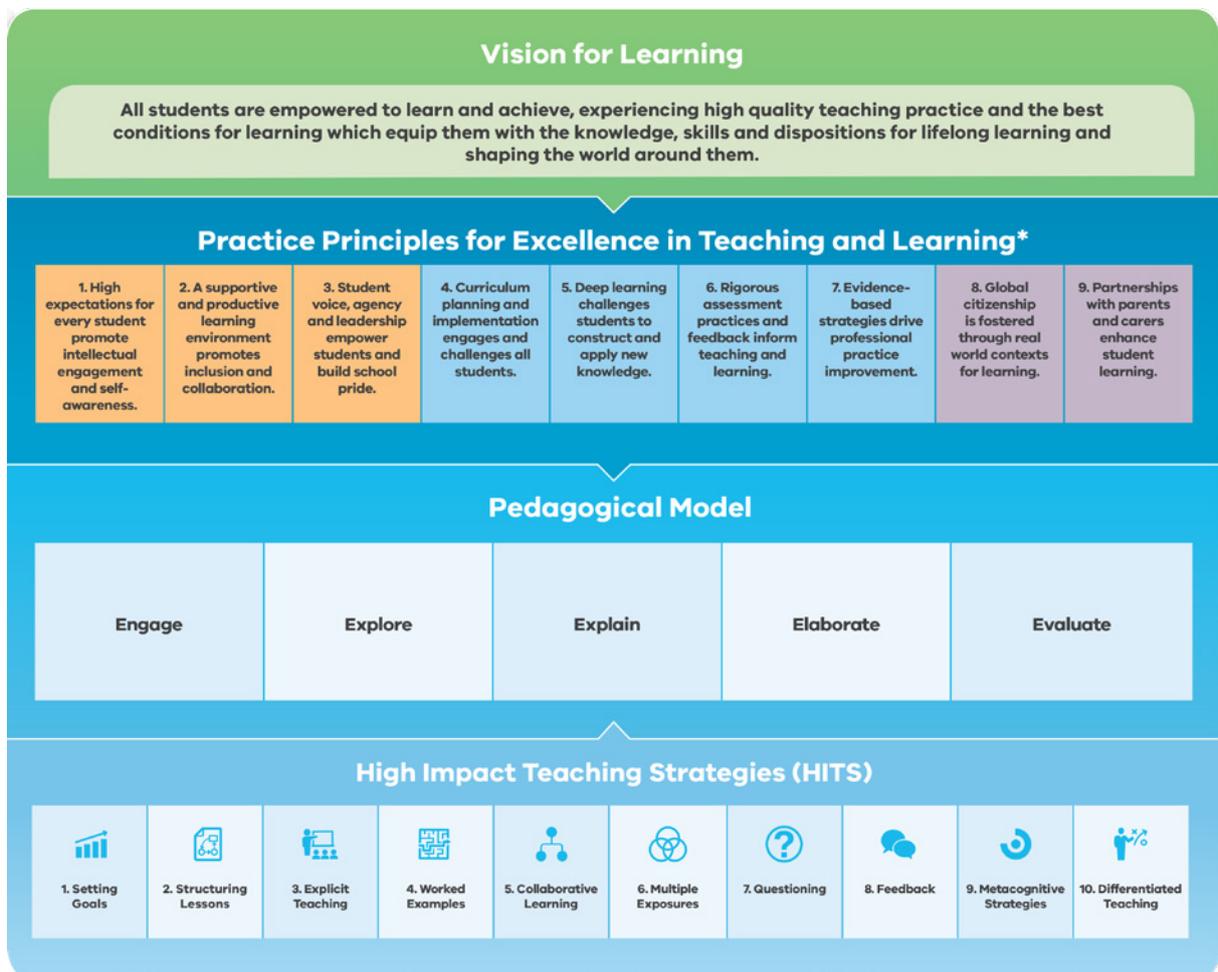


*Our guiding philosophy encourages our students to embrace all aspects of life, nurture their spirituality and let their natural curiosity inspire deep learning.*

# Mercy Vision for Learning

Our guiding philosophy encourages our students to embrace all aspects of life, nurture their spirituality and let their natural curiosity inspire deep learning.

The Mercy Vision for Learning provides tools for teachers to create the best conditions for learning which will equip our students with the knowledge, skills and dispositions for lifelong learning.





Our Lady of Mercy College

This certificate confirms that

*Sienna Italiano*

Has been awarded an

**Academic Scholarship**

to Our Lady of Mercy College commencing February 2021

An Academic Scholarship recognises the high academic achievements and outstanding personal characteristics of the student. Scholarship recipients display an ongoing commitment to their studies and show evidence of the Mercy values of Compassion, Respect, Hospitality, Service, Courage and Justice in their everyday lives.

*R Crothers*  
Mr Rob Crothers  
Principal

23 June 2020

*Prospective parents advise that word of mouth is a significant factor in drawing their interest to the College...*

## Marketing & Enrolment Data

The decision to employ a Marketing & Communications Officer in the initial year of operations reflects the strong desire to provide timely communication, develop brand awareness and present marketing materials in a fresh and engaging format. The College website which was built from scratch, reflects a genuine vibrant and informative interface. There is a strong visual representation of still and video images which accompanies crisp and concise textual information.

A prominent presence has been established on Facebook and stories are reposted in local and CEWA media as well as the West Australian. Radio, print and static signage is also used as appropriate.

Prospective parents advise that whilst word of mouth is a significant factor in drawing their interest to the College, the annual Mercy on Show Open Day and visits to feeder primary schools are also very influential. The pastoral care and friendly approach shown to new families is often referred to by subsequent families and friends who choose to enrol their child.

The College has been mindful to not only market for new enrolments but to market to those students who are already at the College.

Prior to the opening of OLMC, the Mercy Campus of BCC lost 50% of the cohort of Year 10 students moving into Year 11. This represented just over 50 students. The College was able to reduce this transition to 13 % for 2021 and is on track to further reduce this transition to just 10% for 2022. The College has progressed Year 7 enrolments from 4 streams in 2020, to five streams in 2021 and will commence with 6 streams in 2022. There are 184 confirmed enrolments and enquiries are still being received for the remaining 12 places available in 2022. Already, 130 application deposits have been received for 2023.

## Marketing & Enrolment Data (cont.)

The data contained within the following chart sets out a 10 year projection of student enrolment.

In relation to the data, please note the following:

1. The data for 2020 reflects the actual student number at the commencement of the College.
2. The data for 2021 represents the actual student numbers currently enrolled at the College in September, 2021.
3. The data for 2022 represents confirmed enrolments either by new application or student selection of courses for Years 11 and 12.
4. Data for all subsequent years assumes a reduction of 10% for students moving into Year 11 and a further reduction of 5% of student numbers moving into Year 12. These assumptions reflect our most recent experience for the College in real terms.

### 10 Year Student Population Projection:

	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Total
2020	104	141	110	113	51	56	575
2021	161	120	151	103	96	50	681
2022	184	169	123	152	93	91	812
2023	192	184	169	123	137	88	893
2024	192	192	184	169	110.7	130	978
2025	192	192	192	184	152	105	1017
2026	192	192	192	192	166	144	1078
2027	192	192	192	192	173	157	1098
2028	192	192	192	192	173	164	1105
2029	192	192	192	192	173	164	1105
2030	192	192	192	192	173	164	1105

Reduction Year 10 into Year 11 is 10%

Reduction Year 11 into Year 12 is 5%

*Our Lady of Mercy College is a community which fosters faith, learning, collaboration, imagination and innovation...*



# Our Lady of Mercy College DYNAMIC STRATEGIC PLAN - 2021

## Our Vision

*Our Lady of Mercy College is a Christ centred, student focussed college, ensuring success for every student through the provision of high quality, learning experiences and life- forming opportunities.*

The richness and power of this Vision Statement become more obvious when we look closely at the key words and phrases.

### Our Lady of Mercy College

The naming of Our Lady of Mercy College serves as an identifying statement that proclaims the Catholic nature, the historical links and the personal identity of the College.

### Christ Centred Student Focus

The deliberate inclusion of this text signals the intrinsic connection to and alignment with Catholic Education Western Australia. It reflects those inherent gospel values and faith beliefs in conjunction with the educational initiatives and aspirations of the system.

### Success for Every Student

Our view is that the success of every student is important. Appropriate academic achievement is only one of a number of aspects to be considered when planning for success.

### High Quality Learning Experiences

Teachers at Our Lady of Mercy College pride themselves upon delivering high quality learning experiences, based upon sound pedagogy, which actively engages and empowers students in their learning.

### Life-forming Opportunities

Our Lady of Mercy College provides students with an array of rich opportunities to assist them to create a perspective of life, rich in personal values.

# Our Lady of Mercy College DYNAMIC STRATEGIC PLAN - 2021

## Our Mission, Direction & Aspiration

*Our mission is to enable our students to develop fully and empower them to make a positive contribution to society.*

### Our Strategic Direction

Be guided by our Catholic ethos, Catholic Education Western Australia (CEWA) Strategic Directions, the pillars of Embracing Life, Nurturing Faith, Inspiring Learning and the Mercy values of:

1. Respect
2. Compassion
3. Hospitality
4. Justice
5. Service
6. Courage

### In Partnership with Parents and Families,

- focus on the development of the whole person;
- promote the distinctive qualities of Our Lady of Mercy College as a friendly school where students and staff thrive and each individual is valued;
- strengthen our relationships with the Binjarup people of the Noongar nation, particularly in the area of education and personal formation;
- provide first class resources and facilities that inspire and enhance the academic culture of the College;
- respond to the emerging issues and challenges in our society and equip our young people with the life skills, values and resilience to survive and flourish in a changing world;
- provide for the delivery of a curriculum centred in rich learning experiences and adapted to challenge and support the academic development of every child.

### Our Aspiration

Our Lady of Mercy College aspires to be a learning community that applies the best theory, practice and evidence about contemporary learning.

Our Lady of Mercy College offers a Catholic faith based education where students, teachers and parents come to know Jesus as revealed through the gospel and the Mercy Values.

There are opportunities to encounter Christ through faith formation and social outreach experiences.

# Our Lady of Mercy College DYNAMIC STRATEGIC PLAN - 2021

## Our Mission, Direction & Aspiration (cont.)

### Our Lady of Mercy College will

- support faith-filled and inquisitive students to become creative and critical thinkers and problem solvers;
- nurture students to develop a lifelong love of learning;
- utilise 21st century learning approaches to develop adaptable, confident and conscientious young adults who will contribute to a rapidly changing world as globally responsive citizens.

At Our Lady of Mercy College, literacy and numeracy form the foundation for all learning. Under the guidance of our expert teachers, learning boundaries will be pushed to provide a flexible curriculum that encourages students to take risks as self-directed and independent learners.

Our learning environment is designed to support a contemporary, flexible and dynamic approach to learning that promotes the entrepreneurial skills of:

- **collaboration**
- **communication**
- **critical thinking**
- **problem solving and**
- **leadership.**

Our Lady of Mercy College is a community which fosters faith, learning, collaboration, imagination and innovation.



# Our Lady of Mercy College DYNAMIC STRATEGIC PLAN - 2021

## Our Strategic Goals

To be a Christ centred, student focused college that promotes:

### Nurturing Faith

To be a Christ centred, student focused college that promotes the Catholic vision for life that leads to active life-long discipleship with Jesus Christ.

- Engage the school community in the vision for life of the Catholic Church within the context of the Mercy Values.
- Integrate the vision for life of the Catholic faith within the life and culture of our school community through engagement in faith formation experiences, Christian Service Learning and active engagement with the community.
- Promote acceptance, inclusivity, social justice, stewardship and sustainability.

### Inspiring Learning

To be a Christ centred, student focused college that promotes a Vision for Learning which empowers students to make a positive contribution to their society.

Highly effective teaching is core to maximising students learning.

- Use the practice Principle's signature pedagogies to improve student achievement and motivation.
- Use the Pedagogical Model to guide the learning cycle.
- Increase student learning through the use of the High Impact teaching Strategies (HITS)

### Governance

To have a School Advisory Council that provides a strong leadership empowering clear and positive governance regarding financial sustainability to support future educational endeavours of the College.

- Develop a corporate business plan to guide the management of the College.
- Work with CEWA to ensure clarity in relation to shared endeavours.
- Enhance communications through the development of a comprehensive marketing plan and the establishment of an Alumni organisation.
- Develop and review the process of Governance.

### Embracing Life

To be a Christ centred, student focussed College that promotes the formation of a safe, supportive, and welcoming environment where students, families and staff are valued and have the opportunity to reach their full potential in an ever-changing global world.

- Provide a quality pastoral care program that supports each student to build resilience and self-confidence.
- Provide services to enhance the safety and wellbeing of students and staff across all contexts.
- Articulate, communicate and refine the pastoral care and student management policies, practices and procedures.
- Promote a welcoming and safe Homeroom and House environment.





*To be a Christ centred, student focused college that promotes the Catholic vision for life that leads to active life-long discipleship with Jesus Christ.*

# Our Lady of Mercy College DYNAMIC STRATEGIC PLAN - 2021

## Nurturing Faith

### Goal:

*To be a Christ centred, student focused college that promotes the Catholic vision for life that leads to active life-long discipleship with Jesus Christ.*

### Specifically

- Engage the school community in the vision for life of the Catholic Church within the context of the Mercy Values.
- Integrate the vision for life of the Catholic faith within the life and culture of our school community through engagement in faith formation experiences, Christian Service Learning and active engagement with the community.
- Promote acceptance, inclusivity, social justice, stewardship and sustainability.

### OBJECTIVE ONE – Mercy Value of Courage

Develop spirituality within the College through a focus upon the Mercy Value of 'Courage'.

#### Strategies

- 1.1 Integrate the value of 'Courage' into liturgies throughout the year.
- 1.2 Provide reflection experiences for students throughout the year including: Opening College Assembly, Feast Day liturgy, House Days, general assemblies, Pastoral Periods, Year 7 – 12 student retreats, Graduation Ceremony and Mass and Presentation Evening.
- 1.3 Integrate the value of 'Courage' across the curriculum in different learning areas.
- 1.4 Emphasise the value of 'Courage' through prayer and song, art and drama.
- 1.5 Student leadership team to develop strategies which promote the value of 'Courage' across the College.
- 1.6 Feature Courage anecdotes in Mercy Stories.

### OBJECTIVE TWO – Develop Christian Service Learning

Develop and implement strategies to enhance Christian Service Learning within the community.

#### Strategies

- 2.1 Research and connect with community organisations that require volunteers.
- 2.2 Ask students to make recommendations of organisations/activities they would like to be involved in.
- 2.3 Promote service organisations with students.

# Our Lady of Mercy College DYNAMIC STRATEGIC PLAN - 2021

## Nurturing Faith (Cont.)

### **OBJECTIVE THREE – Enhance Knowledge of First Nations Culture**

Increase knowledge and understanding of First Nations culture and perspectives.

#### **Strategies**

- 3.1 Facilitate the CEWA lead Aboriginal Symposium Professional Development for staff.
- 3.2 Refine the role of the Aboriginal Liaison Officer.
- 3.3 Communicate the role of the Aboriginal Liaison Officer to the community.
- 3.4 Enhance the relationship with MADALAH
- 3.5 Enhance the relationship with local community elders.
- 3.6 Develop the Reconciliation Action Plan (RAP) student committee within the pathways for Christian leadership.

### **OBJECTIVE FOUR – Christian Leadership**

Nurture within our students, their capacity to exercise Christian leadership in effectively responding to the needs of others, including the poor and marginalised within local, regional and international communities.

#### **Strategies**

- 4.1 Liaise with the Mercy Education Network to identify and establish suitable student leadership pathways.
- 4.2 Liaise with St Vinnies and other local networks to identify and establish suitable student leadership pathways.
- 4.3 Liaise with the local Parishes of Australind, Collie and Harvey to explore the possibility of developing scholarships for students in Years 7, 8 and 9 which are linked to the active provision of service within the local church.



*To be a Christ centred, student focused college that promotes a Vision for Learning which empowers students to make a positive contribution to their society.*

# Our Lady of Mercy College DYNAMIC STRATEGIC PLAN - 2021

## Inspiring Learning

### Goal:

*To be a Christ centred, student focused college that promotes a Vision for Learning which empowers students to make a positive contribution to their society. Highly effective teaching is core to maximising student learning.*

### Specifically

- Use the practice Principle's signature pedagogies to improve student achievement and motivation.
- Use the Pedagogical Model to guide the learning cycle.
- Increase student learning through the use of the High Impact teaching Strategies (HITS)

### OBJECTIVE ONE – Vision for Learning

Develop a vision for learning within the CEWA and College contexts that empowers all students to learn and achieve.

### Strategies

1.1 Learning Areas develop a concept of what 'good teaching' looks like based around the dimensions of:

- Positive climate for learning.
- Excellence in teaching and learning.
- Community engagement in learning.

1.2 Work with HOLA's in Academic Council to develop the College's vision for learning.

1.3 Learning Areas work through their own identified goals.

1.4 Foster parent engagement in development of Vision for Learning.

### OBJECTIVE TWO – Use Data to Inform Teaching

Develop a set of benchmarks to inform teaching and learning.

### Strategies

2.1 Collect quantitative data from external instruments including:

- ACER PAT Test Term 1
- ACER PAT Test Term 4
- ATAR data
- NAPLAN data
- OLN data
- Reporting data
- MaqLit pre- and post-data

2.2 Analyse quantitative data and identify significant trends and benchmarks. Share these trends and benchmarks with appropriate members of the College community.

2.3 Develop appropriate responses to address identified trends and establish benchmarks.

# Our Lady of Mercy College DYNAMIC STRATEGIC PLAN - 2021

## Inspiring Learning (cont.)

### **OBJECTIVE THREE – Introduce MaqLit as Literacy Intervention**

Introduce MaqLit as literacy intervention pilot for selected students in Year 7 and 8.

#### **Strategies**

- 3.1 Identify students to participate in the program.
- 3.2 Staff PD to explain the nature and purpose of MaqLit.
- 3.3 Engage students with additional reading opportunities.
- 3.4 Monitor, report and analyse student progress.

### **OBJECTIVE FOUR – Consolidate Blended Learning**

Blended Learning forms part of our regular day-to-day teaching practice.

#### **Strategies**

- 4.1 Staff to form a Microsoft Teams for each of their classes.
- 4.2 Staff to establish a OneNote for each of their classes.
- 4.3 Staff ensure their students are competent users of Teams and OneNote.
- 4.4 Staff provided with ongoing support to assist their development.

### **OBJECTIVE FIVE – Professional Growth Plans**

Develop professional growth plans for teaching staff to support and enhance their ongoing professional development.

#### **Strategies**

- 5.1 Meet with staff to explore professional growth opportunities.
- 5.2 Establish a Professional Learning Committee to lead development.
- 5.3 Implement, review and refine the process.
- 5.4 Professional growth plans implemented as a regular part of teaching practice.



*The formation of a safe, supportive, and welcoming environment where students, families and staff are valued and have the opportunity to reach their full potential in an ever-changing global world.*

# Our Lady of Mercy College DYNAMIC STRATEGIC PLAN - 2021

## Embracing Life

### Goal:

*To be a Christ centred, student focussed College that promotes the formation of a safe, supportive, and welcoming environment where students, families and staff are valued and have the opportunity to reach their full potential in an ever-changing global world.*

### Specifically

- Provide a quality pastoral care program that supports each student to build resilience and self-confidence.
- Provide services to enhance the safety and wellbeing of students and staff across all contexts.
- Promote a welcoming and safe Homeroom and House environment.
- Articulate and communicate the pastoral care and student management policies, practices and procedures.

### **OBJECTIVE ONE – Promote a Welcoming and Safe Pastoral Care Group (PCG) Environment**

Deliver a welcoming and safe environment at Our Lady of Mercy College to enhance overall student wellbeing.

### Strategies

- 1.1 Provide a detailed Pastoral Care Plan to PCG/House staff to assist with building safe and welcoming PCG environments.
- 1.2 Build the capacity of the Wellbeing Team with specific inductions, a planned series of leadership modules and other relevant professional development.
- 1.3 Review and enhance student leadership programs and structures based on the premise of servant leadership.
- 1.4 Refine and evaluate the current Behaviour Pastoral Care Plan.
- 1.5 Review and enhance the Safe School Policy and identify additional proactive initiatives.

### **OBJECTIVE TWO – Introduce a Vertically Integrated Pastoral Care Group (PCG) Structure**

Facilitate the change to a vertically integrated House PCG model which will enhance the sense of House spirit, improve and build student connections, provide leadership opportunities and enhance overall student wellbeing.

# Our Lady of Mercy College DYNAMIC STRATEGIC PLAN - 2021

## Embracing Life

### Strategies

- 2.1 Introduce integrated House system to Year 7 and 8.
- 2.2 Introduce integrated House system to Year 7 to 11.
- 2.3 Introduce integrated House system to Year 7 to 12.
- 2.4 Work with staff to enhance their skills to enable a progressive implementation.
- 2.5 Develop and implement associated procedures and processes to support implementation.

### OBJECTIVE THREE – Use of Data

Use SEQTA to improve the effectiveness of our current pastoral care practices and enhance the quality of the care provided to our students.

### Strategies

- 3.1 Encourage staff to add information to SEQTA so that comprehensive student profiles are created.
- 3.2 Use qualitative and quantitative data obtained through SEQTA and other surveys to provide regular feedback to students, staff and parents on academic, behavioural and attendance indicators.
- 3.3 Provide data to staff on student counselling demographic to increase their awareness of current student concerns.

### OBJECTIVE FOUR – Dedicated Student Wellbeing Area

Provide students, staff and families with access to a dedicated Student Wellbeing environment which facilitates genuine and caring personal interactions.

### Strategies

- 4.1 Promote a safe, caring and comfortable environment for students, through the provision of attractive modern facilities.
- 4.2 Design and furnish the Student Wellbeing areas.

### OBJECTIVE FIVE – Staff Well-being

Enhance the pastoral care of all staff through the development of a culture of trust and optimism that supports, affirms and empowers all.

### Strategies

- 5.1 Form a well-being committee that is responsible for the organisation of specific staff well-being events and activities.
- 5.2 Affirm and support staff and students where opportunities exist.
- 5.3 Create an inclusive community where all are welcomed and valued.

*Strong leadership  
empowering  
clear and positive  
governance...*



# Our Lady of Mercy College DYNAMIC STRATEGIC PLAN - 2021

## Governance

### Goal:

*To have a School Advisory Council that provides strong leadership empowering clear and positive governance regarding financial sustainability to support future educational endeavours of the College.*

### OBJECTIVE ONE – Planning

Develop a corporate business plan to guide the management of the College.

#### Strategies

1.1 Liaise with CEWA and an external advisory organisation to lead the planned development and implementation of a corporate business plan to include – capital works and asset management procurement plan (including technology), long term financial plan, capital reserves guidelines, and a workforce management plan, that aligns with the Capital Development Plan.

### OBJECTIVE TWO – Catholic Education Western Australia

Work with CEWA to ensure clarity in relation to shared endeavours.

#### Strategies

2.1 Establish a focus group to fast-track development of the remaining capital development stages of the College.

### OBJECTIVE THREE – Communication

Enhance communications through the development of a comprehensive marketing plan and the establishment of an Alumni organisation.

#### Strategies

3.1 Appoint a communications officer

3.2 Develop a comprehensive marketing plan

3.3 Establish an Alumni organisation

# Our Lady of Mercy College DYNAMIC STRATEGIC PLAN - 2021

## Governance

### OBJECTIVE FOUR – Governance

Develop and review the process of Governance.

#### Strategies

- 4.1 Transition from a College Board to a School Advisory Committee.
- 4.2 Review the current process of policy formation and review.
- 4.3 Develop strategies to enhance dissemination and awareness of policies.
- 4.4 Maintain diversity of skill amongst Board Members.
- 4.5 Undertake regular reviews of sub-committee function to ensure they reflect the direction and focus of the College.
- 4.6 Develop terms of reference for sub-committees.
- 4.7 Establish a focus group to develop strategies to assist parents to meet their financial responsibilities.



*The College is experiencing excellent growth in student numbers, and we anticipate that the financial demands associated with the establishment of a new college will be responsibly managed.*



# Finance Management Plan

**The College is experiencing excellent growth in student numbers, and we anticipate that the financial demands associated with the establishment of a new college will be responsibly managed.**

As a new school, Our Lady of Mercy College (OLMC) is currently operating in a deficit position. Our focus, however, is to produce a balanced budget by 2026. The College is experiencing excellent growth in student numbers, and we anticipate that the financial demands associated with this growth will settle. Three main factors have been identified as important considerations in our effort to reduce the deficit and return a surplus in coming years:

- 1. Economies of scale**
- 2. Teacher/ student ratios**
- 3. Proactive fee collection procedures.**

## Economies of Scale

Economies of scale are important to the College's path to a stronger financial outcome. As our student population increases, the cost of producing educational output will decline and will ultimately reach an optimal level of efficiency. Our expectation is that, as these economies of scale begin to balance out, our forecasted deficit will continue to decline steadily, and our college will begin to return a surplus result.

## Teacher/Student Ratio

The College's teacher/student ratio has been identified as a contributing factor to our deficit position. To establish the validity of the new College, it was considered important to offer a suitable range of courses in upper school – despite the low enrolments. We have projected student numbers and have forecast the required teacher numbers to determine our FTE for each year until 2026. Each year our FTE moves closer to the "All Schools Average FTE". Our analysis of the relationship between deficit and teacher/student ratios equates to approximately 68% of the total deficit amount. We have projected that our deficit will fall from \$1.5 million in 2021 to a breakeven position in 2026 by moving towards a more positive ratio as we grow in student numbers.

## Fee Collection Procedures

This year, a Fee Payment Focus Group was formed at OLMC. The work completed by this focus group has brought about change to our fee collection procedures and philosophy. Our aim is to minimise the financial impact of school fees upon families by providing simple, easy, and ongoing options for payment. The flow on effect of regular, affordable payments for families, is a smoother cashflow for the College, and less unrecoverable fees. The Financial Services team is also developing new strategies, processes and KPI's around debt recovery, while maintaining the vision of the focus group. The new strategy is referred to as Mercy Set & Forget Easy Pay.

## Finance Management Plan (cont.)

### High Risk Financial Concerns

OLMC has been identified as a school at high risk of financial difficulty. A recent meeting with Michael Courtney from CEWA, was very beneficial and productive. The feedback we received from him is that we are on track and have a solid awareness of the financial health and management of the College. We have since requested information from Michael to assist with analysis we have performed, and we continue to work closely with him to ensure we engage in responsible financial management.

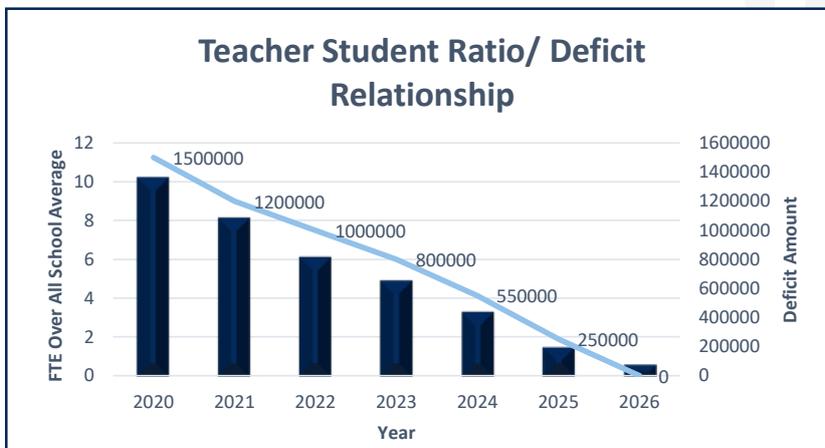
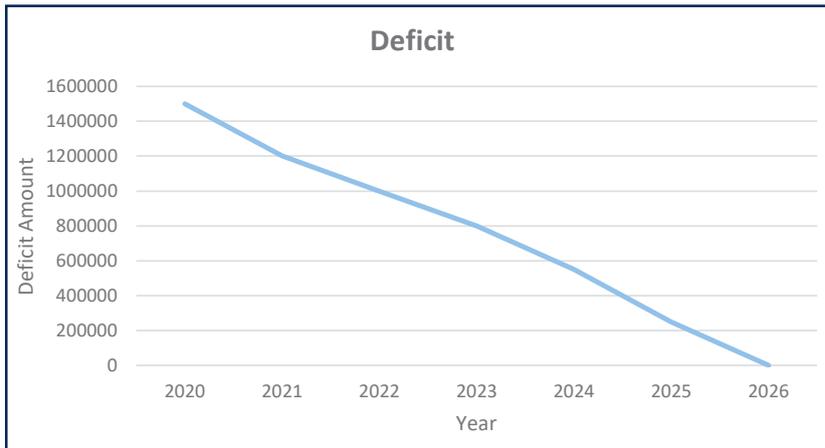
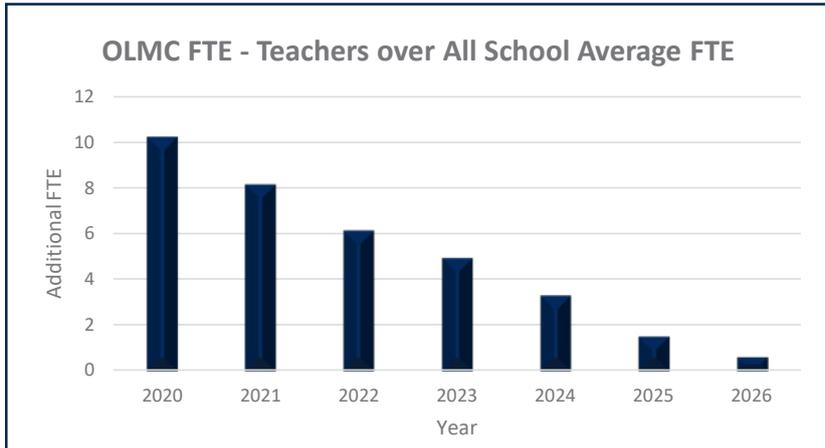
### Future Needs

Currently, there is no provision in our budget to provide a regular building and asset maintenance program. We must also consider the need for additional vehicles, such as a second bus, as our numbers continue to grow. As we plan for 2022 and beyond, we will allow for these requirements within our budget.



# Finance Management Plan

## Teacher/ student ratio





Our Lady of  
Mercy College

## SCHEDULE OF FEES AND CHARGES 2021

**APPLICATION FEE \$50**

**ENROLMENT ACCEPTANCE FEE \$400**

The Enrolment Acceptance Fee will be refunded back to the Family school fees account in the third school term after your Child commences at the College.

*Families who wish to benefit from the HCC Discount Scheme are required to provide evidence of a means-tested HCC, PCC or Veteran Affairs Blue card, which must be valid for the duration of the academic year in which the card is provided. The cardholder must complete a standard CEWA HCC Discount form available from the College office.*

TUITION FEE	YEAR 7	YEAR 8	YEAR 9	YEAR 10	YEAR 11	YEAR 12
NON HCC Tuition	\$2800	\$2800	\$2800	\$2800	\$2800	\$2800
HCC Tuition	\$1500	\$1500	\$1500	\$1500	\$1500	\$1500
NON HCC Curriculum Levies	\$950	\$950	\$950	\$950	\$950	\$950
HCC Curriculum Levies	\$0	\$0	\$0	\$0	\$0	\$0

SIBLING DISCOUNT (HCC & NON HCC STUDENTS)	SECOND CHILD 20%	THIRD CHILD 40%	FOURTH AND SUBSEQUENT CHILDREN 100%
----------------------------------------------	------------------	-----------------	-------------------------------------

AMENITIES LEVY	YEAR 7	YEAR 8	YEAR 9	YEAR 10	YEAR 11	YEAR 12
Student Insurance	\$15	\$15	\$15	\$15	\$15	\$15
IT Device	\$450	\$450	\$450	\$450	\$450	\$450
Year 7 Activity Program	\$200	-	-	-	-	-
Year 10 Adventure Camp	-	-	-	\$1,200	-	-
Year 12 Retreat	-	-	-	-	-	\$300
Adventure Camp Deposit	\$300	\$300	\$300	-	-	-
<b>Total</b>	<b>\$965</b>	<b>\$765</b>	<b>\$765</b>	<b>\$1665</b>	<b>\$465</b>	<b>\$765</b>

ELECTIVES (HCC & NON HCC STUDENTS)	YEAR 7	YEAR 8	YEAR 9	YEAR 10	YEAR 11	YEAR 12
Work Place Learning	-	-	-	-	\$50	\$50
Work Exposure Program	-	-	-	\$50	-	-
Certificate Courses (each)	-	-	-	\$200	\$200	\$200
Certificate II Outdoor Recreation	-	-	-	-	\$400	-
Certificate II Outdoor Education	-	-	-	-	-	\$500

FAMILY LEVIES	HCC FAMILY LEVIES
Building \$360.00	Building \$300.00
P&F \$25	P&F \$25
Yearbook \$30	Yearbook \$30
<b>Total: \$415</b>	<b>Total: \$355</b>

### Billing of Music Tuition

Music Tuition fees will be billed each term and are payable by end of that term.

**Cost:** \$1,260 per year/\$315 per term per student

**Instrument Maintenance Fee:** \$52 per year/\$13 per term per student.



Our Lady of  
Mercy College

## SCHEDULE OF FEES AND CHARGES 2021

### Family Finance Arrangements

A statement of College fees will be posted/sent to families three times per year.

To make paying school fees as easy as possible, the College provides families with an easy "Set-and-Forget" fee payment option.

To suit your individual needs our Finance Team is here to assist families in setting up a direct debit payment arrangement, either before the new school year commences, or as the need arises during the year.

The default payment structure is **Mercy Set-and-Forget Easy Pay** - Direct Debit. However, the College provides multiple payment options to assist families.

The following payment arrangements are available:

#### 1 Mercy Set-and-Forget Easy Pay - Direct Debit

Arrangements can be made to have school fees debited from your savings or cheque account on a weekly, fortnightly or monthly basis.

#### 2 Mercy Set-and-Forget Easy Pay - Credit Card

Arrangements can be made to have school fees debited from your credit card account on a weekly, fortnightly or monthly basis.

#### 3. Mercy Set-and-Forget Easy Pay - BPay

For your convenience payments can be made via BPay. The Our Lady of Mercy College BPay biller code is 319764. Your family's BPay reference will be emailed from our Finance Department and can also be found on the bottom left hand corner of your statement.

To set up your **Mercy Family Finance Arrangement** please complete a the **Mercy Family Finance Arrangement Form**, which can be downloaded from our website and returned to [accounts@olmca.wa.edu.au](mailto:accounts@olmca.wa.edu.au).

If you have any questions relating to College fees, please do not hesitate to contact our Financial Services staff on (08) 9720 3300 or email [accounts@olmca.wa.edu.au](mailto:accounts@olmca.wa.edu.au).

Please read the directives and policies as outlined on the CEWA website (<https://www.cewa.edu.au/our-schools/find-a-school/fees-and-enrolments/>), Subject to change at anytime.

### Secondary Assistance Scheme

#### Closing Date: Thursday 1 April 2021

The Western Australian Department of Education provides an allowance to assist eligible families with secondary school costs.

- To be eligible the parent/guardian must hold a
- Centrelink Family Healthcare Card,
  - Centrelink Pensioner Concession Card or
  - Veterans' Affairs Pensioner Card.

The assistance is available for students currently enrolled in Year 7-12 (not eligible if child is born in 2002 or before).

If eligible you will receive:

- \$115 Clothing Allowance (payment made to parent/guardian).
- \$235 Educational Program Allowance (payment made to the College.)

*The College has begun  
to plan for future  
maintenance works...*



## Maintenance Plan (Draft)

Given the young age of the College buildings, most maintenance items are covered under builders' warranties.

The College employs two highly competent maintenance employees who possess extensive relevant knowledge and trade related qualifications and experience. This team has the competency to determine when outside contractors are required to be brought into the College to meet any specialised skill requirements.

However, the College has begun to plan for the future maintenance works and expects to develop a detailed plan to cover maintenance works and related costs over a 5 year period.

- Patch and repaint the walls in all classrooms of one building per year.
- Regular servicing and maintenance of Fire Protective Equipment.
- Maintain the existing fertilizer program to all lawned areas.
- Re-vegetation of native gardens around the College.
- Increase the team by one additional member.
- Provide one additional vehicle to the fleet.
- Regular maintenance of carpet tiles as required.
- Replacement of existing ride-on lawn mower.
- Complete regular servicing of automatic doors and elevators.
- Provide one additional bus to reduce transport costs of excursions.
- Expand the Property Services compound/shed to accommodate the growing needs of the College.

Client Number	19030
Date Issued	26 August 2021



ABN 76 000 005 210  
AFSL 235415  
Level 8, 485 La Trobe Street  
Melbourne VIC 3000  
T: 03 9934 3000  
F: 03 9934 3464  
[www.ccinsurance.org.au](http://www.ccinsurance.org.au)

## Certificate of Currency

### Construction Insurance

We hereby certify that the following insurance policy is current.

Period of Insurance	From 6/07/2020 To 10/12/2021 at 4:00pm
Policy Number	06 CON 0166610
The Insured	<b>Catholic Education Western Australia Ltd - Our Lady of Mercy College</b>
Property Insured	LOT 101 LEISURE DRIVE, AUSTRALIND 6233 GYMNASIUM BLDG/CLASSROOM BLOCK
Maintenance Period	52 weeks
Contract Works	\$9,077,467
Existing Structures	Not Insured
Legal Liability	\$20,000,000

This Certificate is issued subject to the Terms and Conditions of Catholic Church Insurance Limited's policy and is valid as at the Date of Issue.

**Ross Castle**  
General Manager, Client



# Our Lady of Mercy College

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