



ANNUAL GENERAL MEETING

Board Chair's Report

January 2021 – December 2021

Kildare Ministries Vision Statement

A community where all people are valued, where all creation is recognised as sacred and where hope, justice and courage are our hallmarks

Brigidine College Mission Statement

An inclusive community of faith and learning that challenges and inspires young women to be active voices of *Strength and Gentleness*

Brigidine College Vision Statement

We are a *sustainable presence* in the community providing an innovative education for young women in the Brigidine tradition

INTRODUCTION

Every man, every woman who has to take up the service of government, must ask themselves two questions:

- *Do I love my people in order to serve them better?*
- *Am I humble and do I listen to everybody, to diverse opinions in order to choose the best path? -*

Pope Francis

While the prevailing restrictions and challenges surrounding our current pandemic situation continues this year, our blessings of being in a community such as Brigidine College and the broader Queensland environment has given us an opportunity to reassess our priorities to protect, not only current generations, but those in the future.

Unfortunately for some, the *common good* seems to have been forgotten as we perceive more vulnerability, more homeless, and an increase in the number of people seeking support for basic needs such as food, housing and mental wellbeing.

As a Board fulfilling its responsibility, to our *mission*, the quote by Pope Francis is appropriate as we have deliberated on our models of governance as we take the College forward into an era of strategic planning.

As the College Board Chair, I am privileged and blessed to witness the presence of Christ in the essence of this community. College gatherings such as the Awards and Acknowledgement Evening and Graduation, expose the *spirit alive in our hearts* and while acknowledging achievement, there abounds an energy of love and support of and for one another. This *essence* does not just happen unless it is nurtured and fed in the ordinary of each day. This attention to the *ordinary* is the core of our mission and values. While it is the responsibility of the Board and the members of the College Leadership Team to ensure the nourishment there is so much evidence that the students and parents live the spirit of *strength and gentleness*.

I am pleased to present this report of the Board's governance for the 2021 year. Due to the prevailing impact of COVID and similar to other organisations, the Board has maintained stability, set and achieved goals and continued to meet face-to-face where possible but generally through the online platform. I continue to be blessed with a group of Directors committed to bringing *the good news* with an earnest and generous spirit. I offer my sincere appreciation to all associated in this mission – Directors, members of Committees and the College Leadership Team.

This report should be taken in context and reviewed in conjunction with the suite of documents and papers prepared for the Annual General Meeting, namely:

- I. The mandatory School Annual Report 2021 will be completed by the end of June 2022. Trustees will receive a copy after this time.
- II. The Principal's Annual Report 2021.
- III. The Audited Financial Report incorporating the Director's Report 2021



MEETINGS AND DIRECTORS

The Board, through the Chair, is accountable to Kildare Ministries. Though difficult again this year, regular meetings online with the Trustees, Board Chair meetings and a comprehensive External Audit has been conducted through the opportunities and challenges of advanced technology.



In accordance with the Constitution, the Board has met ten times this year inclusive of two formation days and the Annual General Meeting. The first meeting in February, while I feel is a little onerous with a very full agenda, commences with celebration of the Mass and Commissioning of Directors for the year and then follows Spiritual or Civil formation sessions for the morning program. The remainder of the day incorporates a review of the previous year's achievements and Board evaluation, Strategic Plan review, setting of the Committees for the year and the most necessary components of fellowship and hospitality.

The second formation day is held on the first Saturday in September with the agenda set from Director's needs to review and update roles and responsibilities and includes Spiritual formation to complement the Mission governance segments of regular Board meetings.

The Board follows the theme as determined by Kildare Ministries for the particular year.

The Board, incorporated as a Company Limited by Guarantee appointed a Board with responsibility for the governance of the College. The Directors do not represent any facet of the school's operation but supports the College's administration and has representation from education, industry, various professions, past parents, the Brigidine Sisters and the broader community. Our Board Directors bring a wide range of professional experience and expertise to the oversight of the College.

For this year, the Board commenced with a full complement of members however, it was with regret that we accepted the resignation of Ms Kate Edmondson during the year. The Board thanked Kate for her valuable contribution and insight during her time on the Board.

Following the appropriate procedures with Kildare Ministries, we were pleased to welcome Ms Helen Royan to the position of Director in April. Helen brings invaluable professional expertise and experience in Catholic Education and Primary School Principal. Among other qualifications, Helen has a Master of Education and a Master of Business Administration.

The Board, through the Mission, Formation and Governance Committee continues to monitor Board and Committee membership given the possibility of future retirements and need for continuity in the future.

BOARD EVALUATION AND GOALS

Integral to the ongoing improvement of the Board's procedures, evaluation of each meeting and then an annual survey assists in highlighting the strengths and recommendations for improvement. In addition, this year on the requirement from Kildare Ministries, the Board has engaged in an External Audit Review.

Generally, the Directors confirmed that the Board is conducting its business effectively given the ongoing challenges over the past couple of years and the necessity to conduct online meetings. However, feedback from the Annual Audit indicated that:

- The Board needs to be forward looking and to focus on future planning.
- Given that, the Board needs to review the current Committee responsibilities.

Involvement in the External Audit has provided the Board with valuable opportunity to review our Governance model –

Wisdom and good governance require more than the consistent application of

abstract principles - Nelson Mandela

Conversation and discussion centred around Mission Leadership versus Civil Governance.

Sally Pitkin OAM informs us that *Organisations across all sectors in Australia are recognising the critical role culture plays in how their organisation operates and performs.* Culture is the set of shared norms in the organisation, a consensus about what things mean and how things get done!

As a Board our mission is to *bring good news to the poor.*

Consequently, the Board confirmed its goals for the year:

Broadly, the Board will:

1. reiterate its support of the College's Wellbeing Mission and continue to monitor the Staff Wellbeing Framework
2. participate in the External Review Audit
3. consider recommendations from the Audit and action to further enhance the effectiveness of the Board
4. conduct the College Principal's Review
5. formulate the new 10-Year Strategic Plan.

COMMITTEES

The Annual Review and evaluation of the operation of the Board, in conjunction with the strategic plan and goal setting, determines the appropriate committees and their membership to achieve successful outcomes.

This year, the decision was made to consolidate some work of the committees, to re-shape another and to create a Strategic Planning Committee to guide the planning and preparation of the new plan.

As a result, the committees for the year are:

- Mission, Formation and Governance
- Strategic Planning
- Finance and Audit
- Building and Property

Through its *Charter* and *Code of Conduct*, each committee has a determined process, set of responsibilities and sets its own strategies to achieve the goals as outlined in the College Strategic Plan.

Each committee decides its membership and timing of meetings as necessary. Parents and community members are invited to join particular committees.

The success of the Board is largely due to the hard work of those on the committees. They operate in a very organised professional manner with much research, robust discussion, collaboration and deliberation to provide considerations for the Board. I commend the members of these committees for their giving of time and their commitment to the mission.



Mission, Formation and Governance

Chair	Dr Kate Hall (Director)
Members	Sr Chanel Sugden (Director) Mrs Emma Beach (Directors) Mrs Robyn Killoran (Board Chair)
Ex Officio	Mr Andrew Beiers (Deputy Principal Mission)

The goals of the Mission, Formation and Governance committee included a review of the College Mission statement, the continuation of the *Induction Modules* as well as overseeing formation activities and the Principal's Review.

The committee continued to edit and reshape the Board Director *Induction Modules*. Time was given at the February Board Day for Directors to continue to work through the modules. The concept of the *Induction Modules* has been well received by Directors. Those Directors who have recently joined the Board have commented on the module's user-friendly and self-directed construction as a convenient way to orientate themselves to the College and Kildare Ministry story and workings.

The committee continued to work on the Kildare Ministries Pilgrimage guidelines. As the Pilgrimage has been postponed due to restrictions with international travel, the committee decided to finalise the guidelines when further information concerning the Pilgrimage was forthcoming.

A major undertaking of the committee has been the review of the College's Mission Statement. With the assistance of an external consultant, the College community, staff and Directors were given the opportunity to provide their thoughts, insights and feedback into the drafting of the statement. Time at the February Board Day was given to reviewing the consultant's feedback as well as providing an opportunity to draft a statement. The draft statement was then reviewed by a sub-committee of the Board and in consultation with the College, the statement was finalized for the community.

The College Principal Mr Brendan Cahill underwent his review this year with the support of the Committee. With the assistance of Dr Kerrie Tuite and the Principal Review Process for 2017, the Board was presented with a good array of feedback and information to make recommendations and commendations for the continuation of Mr Cahill's Principalship.

Duties of the governance component of the committee include recommending to the Board for structural changes to ensure the company is in compliance with its legal and fiduciary duties. Responsibilities include tracking Board skill sets to ensure succession planning, conduct self-assessment, monitor Board meetings to ensure good governance practices and to monitor Board member involvement.

The inclusion of *Governance Formation* was extended to the committee this year. This will entail the committee monitoring professional development in the area of governance as well as any up-to-date information pertaining to governance in the not-for-profit sector.

The formation activities of the Board have included the opening Eucharistic celebration with the Trustees in February. Activities included the review of the Mission Statement and what mission means for a Catholic organisation. The September Board Day included a review of the governance structure with external consultant Les Stahl and the unpacking of the *Living Justice, Living Peace Charter* with the College's Deputy Principal Mission Mr Andrew Beiers and students from the College. Governance formation is also included at each Board meeting with aspects of documents from Kildare Ministries, the Board Charter and Director duties being explored.



Strategic Planning

Chair:	Ms Kay Gleeson (Director)
Ex Officio:	Mr Brendan Cahill (Principal)
Deputy Principal Curriculum:	Ms Melissa Dever
Members:	Mrs Cheryl Caughley (Director) Mrs Robyn Killoran (Board Chair) Ms Helen Royan (Director) Dr Kate Hall (Director)

In 2021, one of the goals for the College and the Board was to develop the *Strategic Vision and Plan* for the College. To enhance the Board's strategic responsibilities, a decision was made to create a sub-committee as a source of advice in the areas of strategic planning, development, success indicators and progress. It was determined that the scope of this committee would be to:

- Make recommendations to the Board on matters pertaining to the strategic direction and its implementation.
- Assist in the development and review of policies as they relate to strategic matters.
- Apprise the Board of developments in strategic matters relevant to management of the College.
- Provide advice and support to the Principal and Board in matters pertaining to strategy development and its implementation.

Key responsibilities of this committee include:

- Present, recommend and review matters of policy and procedure relating to strategic aspects of the College.
- Act in the role as critical friend and work collaboratively with the College Leadership Team to enrich the advancement of the College's Strategic Plan and the formation of all members of Brigidine College Indooroopilly.
- Provide and seek advice from the various Board committees on the annual and long-term mission, building and financial and risk implications of the strategy adopted.
- Appraise the Board on matters which are relevant to the development of policy regarding the development of and implementation of the strategic directions or strategic planning for the College.
- Bring to the attention of the Board extraordinary matters affecting or likely to affect strategic direction of the College.
- Seek advice from experts / other Board Directors when required to enhance the strategic development and direction of the College.

It is important to note that at all times, the Strategic Planning Committee's work is guided by the context of the philosophy and mission of the College, Kildare Ministries guidelines and other relevant documents or bodies.

The Board challenged the committee and the College Leadership Team to reflect, identify the learnings and insights from 2020 and previous strategic plans and dream big. Their key question was, *in a perfect world what your dream Brigidine College Indooroopilly be in 2030.*

Therefore, to achieve the *Dream of Brigidine College Indooroopilly of 2030*, the Board and College needed to ensure that our presence within the education community of Indooroopilly and the broader single sex Religious Institute Schools' network was cemented and expanded. The Strategic Planning Committee with the support of the College Leadership Team and the Board, commissioned a feasibility study. The results will inform the strategic direction and operation plans of the College.

It was determined that the Strategic Plan:

- Would be a broad nine to ten year strategy broken into three x three year groupings.
- That the overarching *Vision Statement* for the nine to ten year strategy would be *"We are a sustainable presence in the community providing an innovative education for young women in the Brigidine tradition."*
- That each three year grouping would use the above vision to create a tag line capturing the focus for that triennium. The 2022 – 2024 phrase is – *'Inspiring All to be the Difference'*.

- Goals would be organised under four broad *Touchstones* of:
 - Faith and Mission – Theology in the contemporary world
 - Learning and Teaching – Educating the whole person
 - College Community – Formation and Wellbeing
 - Sustainable Presence – Sustainable: Infrastructure and Resourcing
- That goals would be accompanied by strategies.
- That operational goals and strategies developed by the College Leadership Team for each triennium, would provide clarification and further detail and a *line of sight* to Directors.
- Has Annual Operational Plans that would be developed by the College Leadership Team and presented and endorsed by the College Board annually.
- That a member of the College Leadership Team would present to the Board on the achievements and progress of the *Annual Operational Plan* within the context of the triennium plan.

The 2022 – 2024 Operational Goals and Strategies – *Inspiring All to be the Difference* is currently being developed along with the 2022 *Annual Operational Plan*.

I thank the Strategic Planning Committee members for sharing their wisdom and talents, challenging when needed and patience as we together in partnership with the College Leadership Team and the Board dream big to inform the development of the strategy for the next phase for Brigidine College Indooroopilly. offering

Finance and Risk

Chair	Mr John Auld (Director)
Members	Mrs Cheryl Caughley (Director) Mr Keiran McCarthy (Director) Ms Salwa Marsh (Director)
Ordinary Members	Ms Joan Mackay, Mr Michael Hogg, Ms Catherine Moloney, Mrs Dot Lawson
Ex Officio	Mr Brendan Cahill (Principal)
Specialist Members	Mrs Claudia Mathews (Business Manager) Mrs Angela Johnson (College Accountant) Ms Jackie Wood (Risk and Compliance Officer)

The Finance and Risk Committee goals and achievements in 2021 include:

- Merging of the Finance and Audit and the Risk and Compliance Committees to form the Finance and Risk Committee.

- Financial - successful completion of the College Financial Audit, strong enrolment and continued financial monitoring.
- Risk - monitoring College site risks including Work Health Safety, Risk Improvement Plan through the improvement of the College Board Risk reporting, and oversight of policy cycle.

Board Goals for the Finance Committee

- Develop and implement a Business Continuity Plan for the College
- Embed operational risk reporting into College processes
- Update Delegations Manual

The year commenced with the annual financial audit team from Bentleys who, in their second year with the College conducted the audit which resulted in an unqualified opinion on the College accounts. The Annual General Meeting held with the Kildare Ministries Trustees, was conducted remotely via Teams again this year because of Covid-19 requirements.

During a year of Covid-19 lockdowns and unknown economic impacts of Covid-19, the College's finances required close monitoring, with regular financial reporting and budget variance indicator management reporting to the committee.

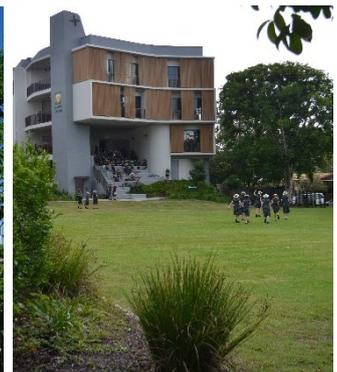
The Board reviewed the committees in late 2020 and the Finance and Audit Committee was merged with the Risk and Compliance Committee to create the Finance and Risk Committee in 2021. This required the adoption of new terms of reference and the development of a new charter. This was completed in the year. The committee also worked with the College to oversee the enhancement of the College Board Risk Reporting to embed operational and strategic risks into the reporting. This project will continue into 2022. Regular activities of the committee include monitoring the College policy renewal cycle, Work Health Safety incident reporting and the usual monitoring of the College financial reporting.

The long-term impact of Covid-19 is still unknown, and the Committee will continue to closely monitor the enrolment numbers and their potential financial impacts. The budget for 2022 was developed taking all known current factors into consideration and working towards a prudent conservative approach.

Continued oversight by the Committee in updating the 10-Year Strategic Financial Plan, designed to enhance the decision-making for yearly budget and long-term Strategic Master Planning requirements was achieved.

Sincere thanks to all members of this committee for their professional and prudent approach to their fiduciary responsibilities.

During the recent external review of the Board, the reviewer commended the Board, through this committee on its exemplary governance documents - Delegations Policy, Manual, Risk Management Procedure, Financial Reports and 10-Year Financial Projections.



Building and Property

Chair	Mrs Robyn Killoran (Director)
Members	Dr Kate Hall, (Director) Mrs Cheryl Caughley (Director) Mr Nick Herron (Director) Mr John Auld (Director / Advisor)
Ordinary Members	Mr John Hall and Mr Graham Killoran
Ex Officio	Mr Brendan Cahill (Principal)
Specialist Member	Mrs Claudia Mathews (Business Manager)

The Building and Property Committee goals for the year included:

- Maintain close oversight of the building project by maintaining the current regular review of ongoing progress.
- From the Strategic Plan, investigate opportunities for the revised Master Plan.
- Maintain oversight of small capital projects.
- Monitor the annual property maintenance schedule.

Due to the ongoing uncertainty, the Building and Property Committee has focused on smaller projects in 2021. The College saw the completion of the video streaming equipment and a digital audio visual upgrade in the Kildare Hall, additional soundproofing in Music Rooms in the Brigid Centre, electronic door upgrades in Kildare Hall, Delany and Foley. Both Foley and the Brigid Centre had projectors refreshed in the cyclical audio visual update which included the replacement of 14 projectors. This has improved functionality and security in these specific areas for the benefit of both staff and students.

Further planning for 2022 is underway for various additional areas to be refreshed and improved. This includes the replacement of the shade sails over the pool and Brigid Centre court. The refresh of the pool deck and pool with tiling and expansion joint corrections as well as the completion of the fencing project.

The establishment of the Strategic Planning Committee will support the committee to review the College master plan in seeking future opportunities. To date, the master plan has not been finalised or committed to and continues to be a work in progress.

The committee continues to monitor a number of issues associated with the Marian Centre, common to any large building project as the building is used and occupied. A *defects* period allows for rectification of these defects.

Communication and Reporting

The Board continues to develop relationships with one another, members of the community and with Kildare Ministries. The changing Board membership creates new and renewed relationship building.

Opportunities for social interaction, acknowledgement and appreciation of Directors and staff are made at various times of the year, e.g. College celebrations and Awards and Acknowledgement Evening. Unfortunately for many we have continued to feel that sense of isolation and dislocation.

At Board meetings, Director's respect and support one another both professionally and personally allowing the development of trust, transparency and honesty even during the most robust debates and challenging decision-making. While time is always of the essence with packed agendas, Directors value the opportunities to *break bread* and share hospitality before meetings and during our formation days.

In recognising that the successful Board is determined by the relationship between the Principal and the Board Chair, regular formal and informal meetings are convened to discuss College issues and to prepare the agenda for the Board meeting.

While again difficult this year because of restrictions for travel, the Board Chair has welcomed opportunities to meet with other Chairs of the Schools and Works of Kildare Ministries and with the Trustees, to learn from each other, to offer insights and to review and report on Board compliance.

The Principal's Report at each Board meeting is an integral and significant component of the agenda. The Board appreciates the very considered and comprehensive information that is presented. Members of the Leadership Team regularly report to the Board on the goals and outcomes from the Strategic Plan. Considerable time is allocated to this to ensure the Board fulfils its responsibility in monitoring compliance with its mission. The Board Directors value this time to develop partnerships and build relationships in mutual respect.

The Board communicates with the broader community through a variety of opportunities during the year at College events and through the College website and social media platforms.



Conclusion

The Board has continued to grow and evolve into a mature understanding of its governance responsibilities. This year has again been tempered with difficult circumstances but tempered with exciting possibilities for the future of the College. The Board is charged with responsibilities of monitoring, diligence and compliance but to be planners and master builders of a future.

There can be no greater gift than that of giving one's time and energy to help without expecting anything in return. Nelson Mandela

We are called to be hope-filled people and to use the gifts that have been given to us to be creators of community inspired by the values of Justice, Wonder, Courage, Compassion, Hope and Hospitality. I am satisfied that at the end of another successful year, the Board has fulfilled its obligations to the legal entities, Kildare Ministries and our community.

Undoubtedly achievement is not a singular success and I am always indebted to the Board Directors for their dedication, openness and trust.

My congratulations to the College for their attention and faithfulness to the mission.

The Board acknowledges the exemplary service and considerable achievements by all members of the College community and in particular, Mr Brendan Cahill and the members of the Leadership Team and the staff.

May we continue to grow in understanding of gentleness in strength and strength and gentleness.



Robyn Killoran
Brigidine College
Board Chair

