



ST STEPHEN'S SCHOOL

UNITING CHURCH IN AUSTRALIA

DUNCRAIG & CARRAMAR.
WESTERN AUSTRALIA

STRATEGIC PLAN

2009 - 2013

LEARNING FAITH CARE SERVICE COMMUNITY

Working together as a Christian community in the Uniting Church tradition to inspire learning that transforms and empowers lives

Serve God, Serve Others

The St Stephen's School Strategic Plan for 2009 - 2013 provides the strategic direction for our community over these next five years. It builds on previous Strategic Plans and directions of the School since its foundation in 1984.

The Plan is based on the Aims contained in our Constitution and consolidated as follows:

To provide a community which is part of the Christian witness of the Uniting Church

To develop in students values for life which honour God, His creation, others and themselves

To provide an environment in which inspirational teaching and learning transforms and empowers lives

To strengthen the long term viability of the School and its capacity to accommodate and to ensure continued growth

It also identifies outcomes, targeted strategies, possible performance measures and timeframes within each of these aims. The School's 5 core values underpin this Strategic Plan.

Learning

Faith

Care

Community

Service

As a school with two PP-12 campuses, St Stephen's School moves forward into the next 5 years with optimism and a firm belief in the power and strength of God. We will face ongoing challenges but this plan will provide direction and vision to all members of our School so that outstanding education can continue to be provided for the students in our care.

Caryl Roberts
Principal
March 2009

Michael van Drunen
Chair of Council

VISION AND PURPOSE

'Working together as a Christian community in the Uniting Church tradition to inspire learning that transforms and empowers lives.'

At St Stephen's School, students develop skills and understandings that will equip them for life, both as children and for their future. This purpose was stated in the Mission Statement from our previous Strategic Plan - 'Learning today, for tomorrow with heads, hearts and hands.'

The ethos of our School is a special spirit which began with its founders and foundation principal. It is what attracts people to its community and needs to be nurtured and maintained. As we move forward into the next stage of our Strategic Plan, the Council and Leadership will always endeavour to consider what impact any decision will have on the ethos of the School.

Our School adapts and grows in response to the demands of our changing world while at the same time, remaining true to the beliefs and understandings of the Uniting Church. Our founders envisioned a school that was accessible to as many families as possible and providing an education that would be of a high standard, inclusive of others and with a high level of pastoral care. It is important in our School that staff and students work together because relationships matter. Our ethos is underpinned by our 5 Core Values of Learning, Faith, Care, Community and Service.

The School's existing policies and procedures reflect the ongoing directions and strategies of the School. This Strategic Plan contains the major strategic directions for the next 5 years. These directions do not preclude what has been established in the past but rather highlight significant directions and initiatives that will be given priority. The Strategic Plan is a dynamic work that is reviewed and adapted regularly.

Parental involvement is a pivotal expectation of St Stephen's School. A strong sense of community founded on the relationship between staff, students and parents, enables the best learning for students. This relationship is built on welcoming parents into the School environment and maintaining good communication between the School and the home. The willing involvement of parents in School activities and their active support of the ethos and expectations of the School ensure improved student outcomes.

STRATEGIC DIRECTION

Our School has grown rapidly since the beginning of the Carramar campus. This has added extra pressures in building needs, finance, student numbers and administration. In the previous 5 years, restructuring of leadership assisted the School to achieve better outcomes. At the beginning of this next phase, the roles and responsibilities of the Executive Team have been redefined.

The restructure will assist our strategic direction for the next period. This direction is built on our ongoing aim to be an outstanding school in Australia, providing the best education that we possibly can for each student from early childhood to Year 12 within the resources available.

We will continue to be known for our strong pastoral care and will build further on our reputation for a high standard of education for all levels of ability.

Key initiatives over the next 5 years will include:

- implement National Curriculum
- providing a Kindergarten for each campus
- restructuring the administration of the School
- enriching parental involvement
- enhancing relationships with the Uniting Church
- continuing to develop the Year 7 Transition program
- developing the area of marketing and Alumni
- catering for the changes of an older Year 12 cohort
- developing Charters for each Council Committee

We will deliver the Strategic Plan through the 4 Aims:

- ❖ **To provide a community which is part of the Christian witness of the Uniting Church**
- ❖ **To develop in students values for life which honour God, His creation, others and themselves**
- ❖ **To provide an environment in which inspirational teaching and learning transforms and empowers lives**
- ❖ **To strengthen the long term viability of the School and its capacity to accommodate and to ensure continued growth**

**The progress of the Strategic Plan will be monitored annually with a formal review in 2011.
Discussions will be initiated for the next Strategic Plan during 2013.**

TO PROVIDE A COMMUNITY WHICH IS PART OF THE CHRISTIAN WITNESS OF THE UNITING CHURCH

Outcomes

- To provide a strong sense of connectedness and of community within the School
- To provide an environment in which growth in the Christian faith may be unconditionally demonstrated and other faiths are understood and respected
- To be church, within the Uniting Church tradition, for people within and beyond the School community

Performance Measures

- Increased engagement in worship and School celebrations
- Partnerships have been established with the local church

Strategies

New and enhanced strategies to be introduced over the next 5 years:

Key Strategies

STUDENTS

- Create a distinctive worship area within the School facilities
- Ensure that our faith is evident in the School surroundings
- Develop and enhance student engagement in worship
- Provide opportunities for the expression of sacraments and celebrations.
- Improve the quality of reflection and devotion during Home Room

STAFF

- Provide PD for all staff on Christian faith and the UCA context
- Develop and enhance staff engagement in worship
- Build connections with, and access, to local UCA churches, ministers and resources
- Pursue ways to actively support the Uniting Church and its Agencies
- Build stronger relationships between School and local congregations

PARENTS and COMMUNITY

- Provide opportunities for the expression of celebrations

COUNCIL

- Enhance an understanding of the ethos of the School and the implications of its UCA context
- Maintain ongoing communication through the Principal with School Leadership and Staff in defining the expected values of student attainment
- Actively follow and promote Christian ethical behaviour and decision-making

TO DEVELOP IN STUDENTS VALUES FOR LIFE WHICH HONOUR GOD, HIS CREATION, OTHERS AND THEMSELVES

Outcomes

- To be conscious of, and honour, God
- To impact for good on the earth and its people through acts of service and care
- To provide a safe environment within which caring relationships can be modelled and encouraged

Performance Measures

- Support of UCA agencies at local, national and international levels
- Comprehensive ASH program
- Improved tracking and resolution of bullying issues

Strategies

New and enhanced strategies to be introduced over the next 5 years:

Key Strategies

STUDENTS

- Develop an understanding that we serve God through serving others
- Improve students' commitment to their stewardship of resources and the environment
- Continue to emphasise mutual care through peer support and anti-bullying programs that meet future demands including cyber bullying
- Expand opportunities to emphasise spirituality
- Actively engage with and support the disadvantaged, the marginalised and others in the local and global community suffering social injustice and express this through the P-12 ASH (Active ServantHood) program with a focus on UCA Agencies where possible

STAFF

- Encourage staff to act as Christian pastors and mentors
- Inform staff of changes to laws on reporting of child sexual abuse
- Increase all staff awareness of management of a crisis or serious incident

PARENTS and COMMUNITY

- Provide parenting courses (and other courses) to which the local community is invited

COUNCIL

TO PROVIDE AN ENVIRONMENT IN WHICH INSPIRATIONAL TEACHING AND LEARNING TRANSFORMS AND EMPOWERS LIVES

Outcomes

- To ensure that learning matters
- To nurture students' whole, balanced and integrated development
- To ensure quality teaching

Performance Measures

- Level of student and parent satisfaction in regard to student development
- Academic results and benchmarking
- Tracking student destination after leaving school
- Use of ICT by School community

Strategies

New and enhanced strategies to be introduced over the next 5 years:

Key Strategies

STUDENTS

- Create specific learning programs unique to each developmental phase
- Refine Year 7 transition program
- Implement a Kindergarten program
- Cater for the various learning needs of students including:
 - Gifted and talented
 - Gender specific needs
 - National Curriculum
- Provide ready access to learning materials through evolving Technologies
- Develop appropriate structures for Year 12s
- Consider introduction of university linked courses, TAFE certificates to Level 3 and 4 and other educational initiatives

STAFF

- Research, evaluate and integrate new technologies and methodologies into teaching and learning
- Ensure students' progress in all learning areas is communicated regularly and meaningfully to parents in a number of ways including online, on-demand reporting
- Embed ICT in Teaching and Learning, which includes the Portal and Synergetic, to improve reporting about students and staff access to student data

PARENTS and COMMUNITY

- Increase parent involvement in the School and its educational program
- Encourage parent access to on-line communication with the School including reporting

COUNCIL

- Select and support the Principal who will inspire the School community
- Provide resources for the delivery of inspirational learning
- Ensure available resources are allocated to the departments of the School

TO STRENGTHEN THE LONG TERM VIABILITY OF THE SCHOOL AND ITS CAPACITY TO ACCOMMODATE AND TO ENSURE CONTINUED GROWTH

Outcomes

- To enhance the reputation of the School
- To ensure the ongoing financial viability of the School
- To support learning through the provision of buildings and facilities

Performance Measures

- Enrolment and waiting lists
- Alumni Association
- Level of staff satisfaction, retention and expertise
- Parent satisfaction
- Health of School finances
- Positions on School Council are filled with the required level of expertise
- School's distinctive reputation is maintained

Strategies

New and enhanced strategies to be introduced over the next 5 years:

Key Strategies

STUDENTS

- Enhance School pride and develop a greater sense of community through
 - Whole School celebrations and events
 - Communication and involvement
 - Initiatives to develop the identification of students with the School
- Develop the Alumni
- Ensure the participation of students in visible programs that demonstrate the values of the School

STAFF

- Evaluate the professional development program of the School
- Develop career path and succession planning for staff
- Develop the staff wellness program
- Investigate new initiatives for attracting quality staff committed to the School's ethos
- Improve staff understanding of the School's ethos
- Implement a range of structures and strategies for marketing and fundraising
- Prepare a systematic maintenance program

PARENTS and COMMUNITY

- Develop the Portal and Website to foster community involvement
- Re-energise the P&F
- Develop effective relationships with the wider community
- Build amongst parents a sense of community and commitment to the School

COUNCIL

- Further develop partnerships and shared resourcing with all levels of government
- Develop Charters for all committees
- Explore opportunities to generate income through the delivery of additional services and the after-hours use of facilities
- Prepare and maintain cohesive master plans for both campuses with a timeline for implementation
- Ensure that future structures and fittings of buildings are environmentally friendly
- Research possible ways to address the needs of the Inspire program