



ST ANDREW'S  
CATHEDRAL  
SCHOOL  
FOUNDED 1885

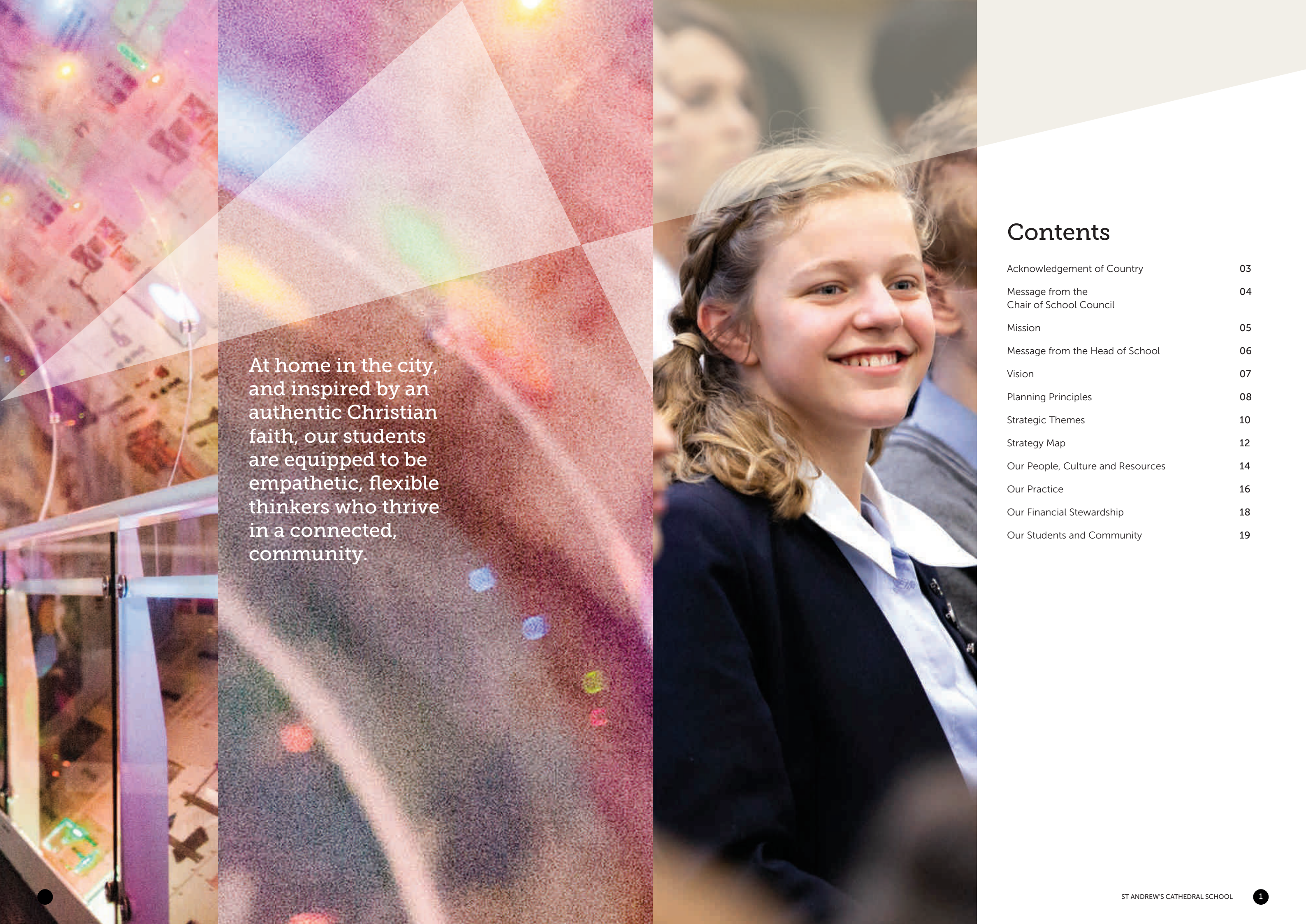
heart  
mind  
life

ST ANDREW'S CATHEDRAL SCHOOL

## 2020-2024 Strategic Plan







At home in the city,  
and inspired by an  
authentic Christian  
faith, our students  
are equipped to be  
empathetic, flexible  
thinkers who thrive  
in a connected,  
community.

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We see First Nations cultures as a proud and unique part of our shared school identity.



## Acknowledgement of Country "Yiradhu Marang"

We would like to acknowledge the Gadigal people who are the traditional custodians of the land on which we stand. The Gadigal are a sandstone and saltwater people and one of the 29 clans of the Eora Nation which is bordered by the Hawkesbury River to the North, the Nepean River to the West and the Georges River to the South. We would also like to pay our respects to the Elders past, present and emerging.



# From the Chair of School Council



On behalf of the School Council, it is my pleasure to present the St Andrew's Cathedral School Strategic Plan 2020-2024. I am deeply grateful to the very many members of the school community who have invested time, enthusiasm, imagination, and considered reflection and discussion to its development. Students, teaching and non-teaching staff, parents, alumni, Indigenous members of the school community, members of the Foundation and School Council have all contributed.

The full School Council has been regularly briefed over the sixteen months or more of the plan's development, and several members of Council have participated in the strategic planning workshops. I am especially grateful for the outstanding leadership provided by the Director of Strategy and Marketing, Ms Jackie Isenegger whose experience, diligence

and encouragement have been vital in facilitating the process and achieving what is now before you. To all who have contributed, my sincere thanks.

The Strategic Themes include a conviction about the transformative power of education. We hold this to be generally true, but at St Andrew's Cathedral School, we have in mind particularly our mission to be 'a learning community that seeks to be authentically Christian'. From the Christian tradition come essential convictions about the dignity and responsibility of 'being human' that inform our pedagogical practice and the shape of the school's life, in myriad ways.

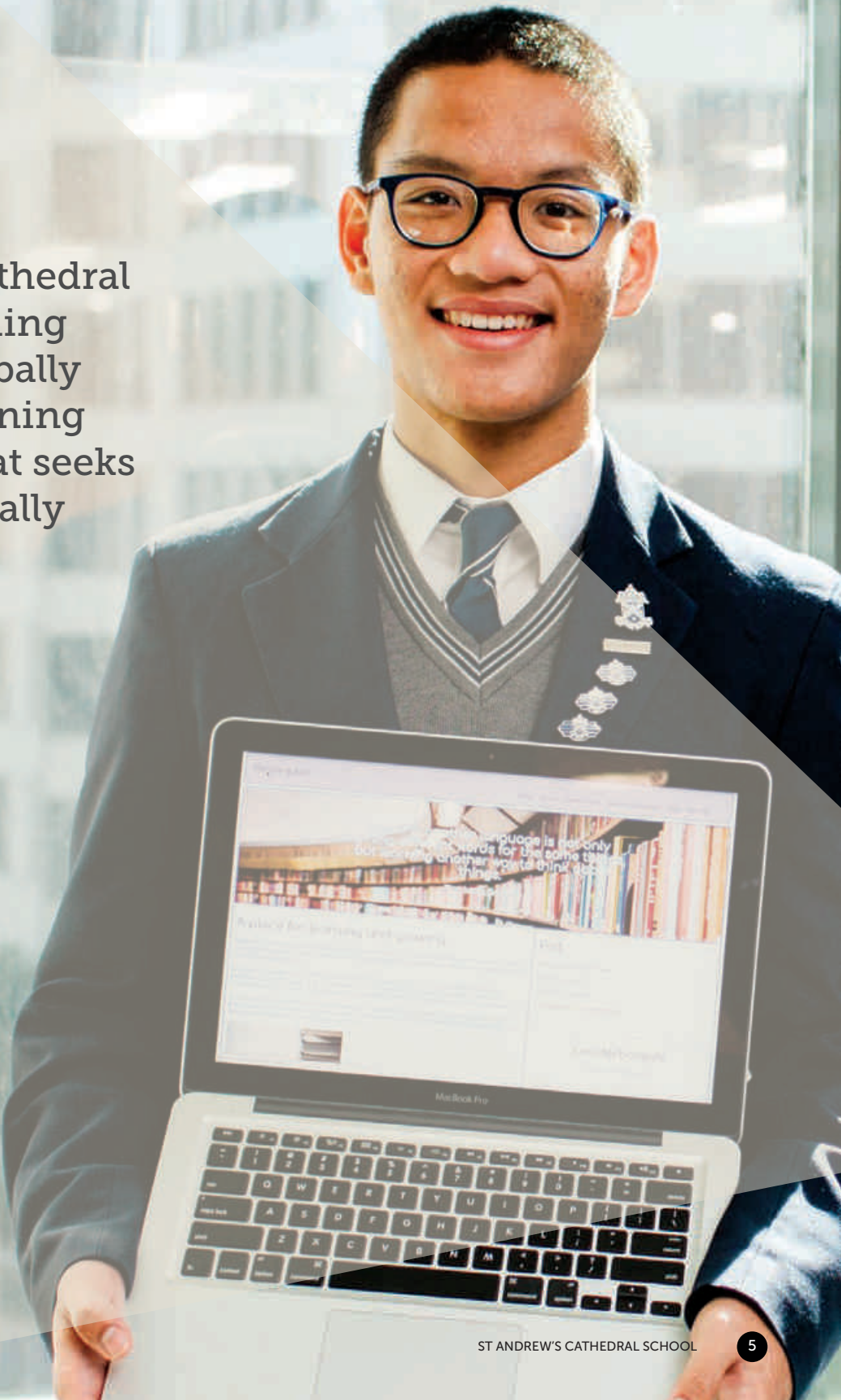
Seeking to imitate Jesus, we are an inclusive school recognising the immeasurable value of every person independent of any standard of performance or achievement. Affirming the world as 'gift' and not mere 'accident', we encourage engagement with the world in all its wondrous complexity - arts and languages, history, science, sport - and with one another in relationships based on respect and mutuality. The gospel's realism about the limits of human virtue imbues our aspirations with humility and hope - essential elements of a society that endeavours to be both diverse and united. The Strategic Plan gives expression to our commitment to develop young women and men who 'engage with the message of Christ and fully develop their gifts and abilities in order to serve in the world.'

The Strategic Plan is a working document, informing our practice for the next several years. I commend it to you, and look forward to seeing the fruit of its application in the quality of the holistic educational community that we seek to create at St Andrew's Cathedral School.

**The Very Rev Kanishka Raffel**  
*Chair of St Andrew's Cathedral School*

# Mission

St Andrew's Cathedral School is a leading city-based, globally connected learning community that seeks to be authentically Christian.





# From the Head of School



I am very pleased to be able to commend to you our St Andrew's Cathedral School Strategic Plan 2020-2024. Our comprehensive Plan has been a year in preparation and has included extensive consultation with representatives of parents, staff, students, our Old Andreans Association, P&F Executive, School Council members and Foundation members. Some of these stakeholder meetings have comprised more than 50 people.

The wonderful time commitment of all these groups is indicative of their passion for the School and their desire to ensure that SACS continues to deliver splendid outcomes for students and their parents. Our School Council, whose responsibility it is to provide governance, have been very pleased to ratify and adopt the Plan, having made a considerable contribution to its development.

This plan cross-references Gawura, our Indigenous school. Gawura is registered separately as a school and is in the process of developing its own Strategic Plan, which we hope to complete in 2020.

The intention of the SACS Strategic Plan is to drive our future. Such is the excellent situation of the school and the very positive feedback it is receiving from parents and students, that there is no desire or mandate to change the core of the School or its fundamental identity. Instead, we seek to relate what SACS has always been to a world which is changing rapidly, and hence remain highly relevant to our students and their futures. Our commission is to partner with parents and our community to develop young people towards an adulthood which represents a flourishing life. Our belief is that Christian education is critical to this process; as Jesus himself said "I have come that you may have life, and have it in all its fullness", (John 10:10). Decisions therefore as to what programs to implement will, for the next five years, run the test of 'is it in the Plan?', and 'is it consistent with our Vision and Mission?'

The Strategic Plan, as you will read within, is therefore structured around a series of Strategic Themes which are fundamental to our identity and our future. The Themes should be recognisable to current members of our School community as an expression of the long standing DNA of our School. We wish to continue to be a welcoming and inclusive school, which delights in

the development and successes of its students, and nourishes its staff so they in turn can provide optimal education and pastoral care to our young people.

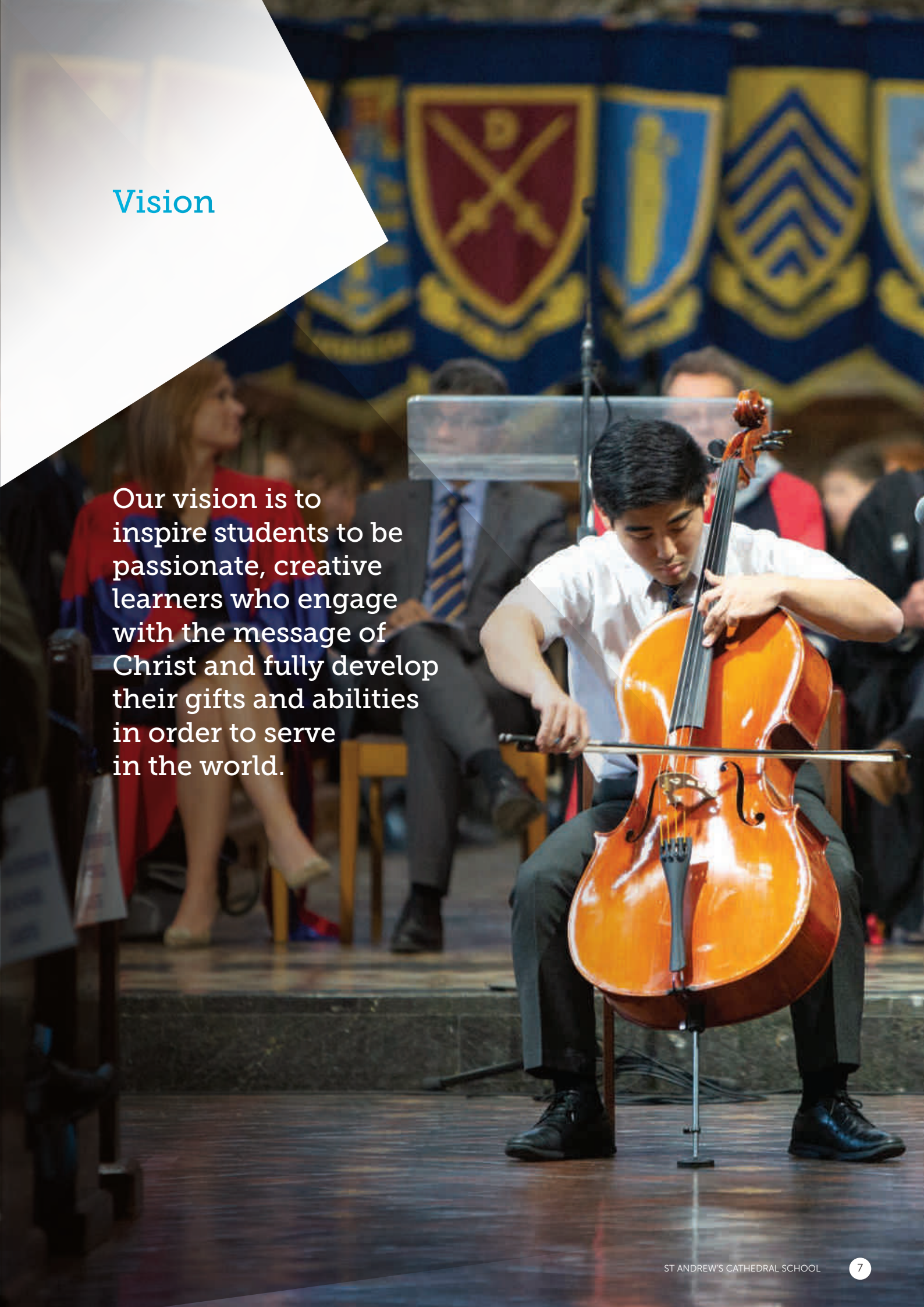
The leadership of our Director of Strategy and Marketing, Ms Jackie Isenegger, in the development of our Strategic Plan has been the vital aspect of its creation. We are very thankful to her for the professional excellence she has applied to this very important document.

I commend to you the SACS Strategic Plan 2020-2024.

**Dr John Collier**  
*Head of St Andrew's Cathedral School*

# Vision

Our vision is to inspire students to be passionate, creative learners who engage with the message of Christ and fully develop their gifts and abilities in order to serve in the world.





# Our Planning Principles

*These principles guided our approach to the development of the Strategic Plan.*

Stakeholders from right across the life of the School contributed to the development of this Plan. Whether current or past parents, teaching or non-teaching staff, students, Old Andreans, Aboriginal and Torres Strait Islander representatives, Executive or School Council members, each brought their unique perspectives and deep passion for the school to the process. All stakeholders worked together, debated, challenged, listened and ultimately created a strategy that is more informed and of better quality, because of their involvement.

St Andrew’s Cathedral School has a deep culture of innovation, and a question that is routinely asked at all levels of the School is, ‘but how will we know?’ The Balanced Scorecard is an integrated strategic planning and management system that is uniquely placed to support the school as we ask this question.

The Balanced Scorecard methodology facilitates a Strategy Map (pages 12-13), the Strategic Plan (pages 14-20) and the development of annual Operational Plans and Strategic Reviews, to be conducted quarterly.

The strategy, as shown on the Strategy Map, has been developed from four different Strategic Perspectives:

Our People and Culture; Our Practice; Our Financial Stewardship and Our Students and Community.

Three Strategic Themes emerged from our deliberations: the belief in the power of a **transformative education that builds strong character**; as we look ahead, the need for us to be a **city school that develops resilient change-makers**; and for the school to continue to be a **relevant and sustainable leader in Christian education**.

The Strategy Map illustrates how we create value: Motivated by our Mission we will empower our people to enrich their practice; wisely use resources in order to develop accomplished, purposeful learners; enable students to live lives of hope, integrity and wisdom; and produce an enriched school community, thus achieving our Vision.

With a culture that regularly asks ‘but how will we know?’ there are many measures of student progress already in place. The implementation of the Balanced Scorecard will enable further development of a balanced set of strategic, organisational measures of performance and to understand our progress against the Plan.



**Capability**  
Passionate, expert people



**Inclusive**  
Valuing different perspectives



**Collaborative Community**  
Working together



**Continuous Improvement**  
Using evidence to inform our work



**Accountable for Results**  
Individual and collective responsibility for results



# Our Strategic Themes

## A transformative education that builds strong character

As a Christian school we believe education is transformative. We see every student as a unique, valuable child of God and care for their intellectual, physical, social and spiritual wellbeing and development.

With a focus on excellence, our students are challenged intellectually and enjoy a wide variety of opportunities that enhance achievement, build character, and strengthen relationships.

Our students actively reflect on the life-affirming Christian faith, and they flourish as thoughtful, hopeful, and purposeful individuals who are able to think critically and engage with the world from a strong ethical framework.

## A city school that develops resilient change-makers

At home in the city, and inspired by an authentic Christian faith, our students are equipped to be empathetic, flexible thinkers who thrive in a connected, community. They enjoy an enriched, global curriculum and immediate access to dynamic relationships with cultural and tertiary institutions, innovation hubs, and business and social entrepreneurs.

Our young men and women emerge as confident, service-minded citizens who collaborate with others, respecting and evaluating diverse ideas to develop imaginative solutions for a better world.

## A relevant and sustainable leader in Christian education

Known for our principled, inspiring leadership, we authentically model an engaged and dynamic Christian faith. We act with integrity, use resources wisely, and care for our people.

Our passionate, expert teachers are empowered in a healthy, supportive culture. We foster enduring relationships with generations of Old Andreans who contribute to the vibrant life of the School.

We are financially secure and responsible, with innovative and adaptive physical and digital infrastructure that enhances student learning and development. We prepare carefully for the future, while building on the legacy of the past.





Motivated  
by our  
Mission ...

we will  
empower  
our people ...

to enrich  
their  
practice ...

wisely use  
resources ...

in order  
to ...

achieve our  
Strategic  
Themes ...

and  
our Vision ...

## Mission

St Andrew's Cathedral School is a leading city-based, globally connected learning community that seeks to be authentically Christian.

## Strategy Map

### Our Strategic Perspectives

#### Our People, Culture and Resources

Attract and develop the best people

Embed a culture of collective efficacy

Deepen authentic Christian leadership

Enhance staff wellbeing

Develop infrastructure that enhances learning

#### Our Practice

Outstanding evidence informed teaching

Build student character and wellbeing

Improve organisational capability

Develop external partnership capacity

#### Our Financial Stewardship

Responsible management of resources

#### Our Students and Community

Accomplished, purposeful learners

Students live lives of hope, integrity and wisdom

Enriched school community

### Our Strategic Themes

A transformative education that builds strong character

A city school that develops resilient change-makers

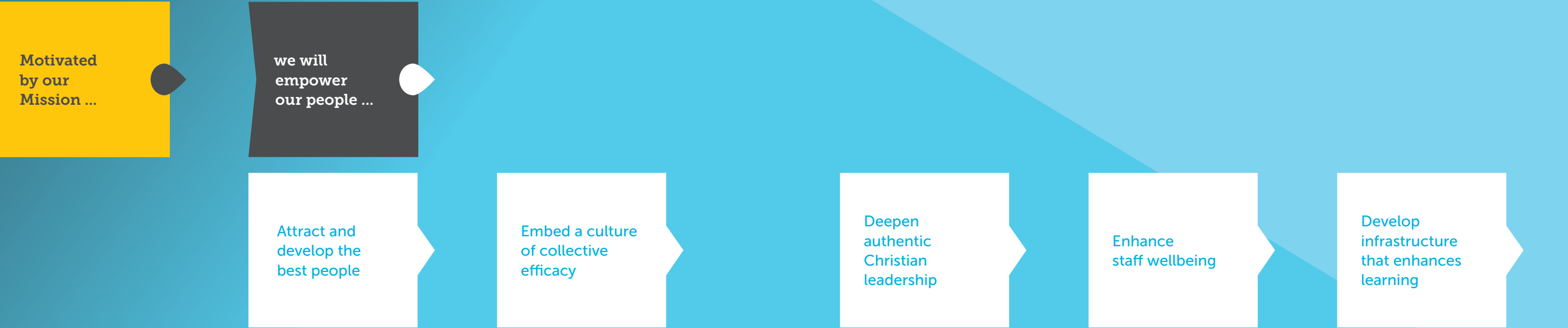
A relevant and sustainable leader in Christian education

## Vision

Our vision is to inspire students to be passionate, creative learners who engage with the message of Christ and fully develop their gifts and abilities in order to serve in the world.



# Our People, Culture and Resources



<h2>Mission</h2> <p>St Andrew’s Cathedral School is a leading city-based, globally connected learning community that seeks to be authentically Christian.</p>	<h3>Destination Statement</h3> <p>We recruit, develop and retain staff who are deeply committed to the School and its Christian mission.</p> <p>Experts in their chosen fields, our staff are passionate about developing their practice. The School offers well-resourced professional development, coaching and mentoring, as well as significant leadership opportunities.</p> <p>Our staff enjoy the relational nature of teaching in our unique city context and are fully engaged in the character development of each child, both within and outside the classroom.</p> <h3>Measures</h3> <ul style="list-style-type: none"><li>• Employee Engagement Score</li><li>• Employee Net Promoter Score</li><li>• Rate of Employee Turnover</li></ul>	<h3>Destination Statement</h3> <p>We have a thriving, school-wide culture based on trust, collaboration and accountability. With a shared sense of purpose, our staff and School leaders work together with students to improve learning and wellbeing; focusing on excellence in teaching practice and high standards of student discipline.</p> <p>Our rich professional learning community is supported by high quality evidence and coaching resources to inform practice and measure progress.</p> <h3>Measures</h3> <ul style="list-style-type: none"><li>• Collegiality Score</li><li>• Cross Team Cooperation Score</li><li>• Participation Score</li></ul>	<h3>Destination Statement</h3> <p>Christian leadership is exhibited by all staff across the School, with a focus on the holistic development of character, a passion for educational excellence and an ethic of service.</p> <p>School leaders, staff, the chaplaincy team and Christian integrators provide an experience of authentic Christianity that is engaging, relational and integrated through all areas of the School. We are leaders in Indigenous education, committed to genuine reconciliation by addressing educational disadvantage in our local area.</p> <p>We challenge a pervading cultural narrative that focuses on self; instead showing unity in diversity and modelling Christian love and grace towards others.</p> <h3>Measures</h3> <ul style="list-style-type: none"><li>• Christian Leadership Score</li></ul>	<h3>Destination Statement</h3> <p>Our staff feel supported and empowered to work in the city, and their wellbeing is a high priority for School leadership. A positive, collegial climate is evident across the School, with staff respected as trusted professionals who each make a significant contribution to the life of the School.</p> <p>School leaders work collaboratively with staff in order to manage staff workload. Activities that most improve student outcomes are prioritised, and change is implemented effectively.</p> <h3>Measures</h3> <ul style="list-style-type: none"><li>• Employee Wellbeing Score</li><li>• Rate of Absenteeism</li></ul>	<h3>Destination Statement</h3> <p>Our spaces are modern, flexible and light-filled, where learning is visible. They are culturally sensitive and facilitate connections between students, staff and the community. Our comprehensive outdoor education program complements academic, wellbeing and character development.</p> <p>We creatively use our city location to access best-in-class facilities for teaching and learning.</p> <p>Our IT infrastructure and building maintenance is reliable, responsive to teaching and learning needs, well integrated and secure.</p> <h3>Measures</h3> <ul style="list-style-type: none"><li>• Resource Effectiveness Score</li><li>• Helpdesk Clearance Rates</li></ul>
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to enrich  
their  
practice ...

Outstanding  
evidence  
informed  
teaching

Build student  
character and  
wellbeing

Improve  
organisational  
capability

Develop external  
partnership  
capacity

Student progress is  
driven by challenging  
and coherent curriculum,  
deep care for each  
student’s needs, and  
expertise in the craft of  
the classroom.

Destination  
Statement

Student progress is driven by  
challenging and coherent curriculum,  
deep care for each student’s needs, and  
expertise in the craft of the classroom.

Our teaching and learning model is  
informed by well-evidenced research.  
Expert teachers design learning to  
enable students to move from surface  
knowledge to deeper understanding  
and transferable skills.

Students gain powerful knowledge  
through mastering curriculum content  
as well as understanding the methods  
for creating that knowledge within  
each discipline. This provides them  
with the tools they need to become  
expert, flexible thinkers who are able  
to create fresh solutions for local  
and global issues.

Measures

- Curriculum Quality Rating
- School Capability Rating
- Mindframes Score
- Work Sample Benchmarking

Destination  
Statement

We are a highly relational school that  
cares for its students, grounded in a  
holistic view of student wellbeing.

Our approach integrates character  
development and service with a strong  
curriculum, including high expectations  
of students learning, student leadership  
opportunities, a wide variety of  
challenging co-curricular including  
world class performing arts and  
outdoor education activities, and  
comprehensive pastoral care and  
Christian development programs.

We also focus on the early identification  
of student giftedness and learning needs  
to enable all students to experience  
successful learning in school. All  
aspects of our integrated approach  
contribute to high levels of student  
engagement, resilience, positive  
self-belief and a strong sense of  
belonging and personal responsibility.

Measures

- Student Wellbeing Score

Destination  
Statement

Our cross-functional teams work  
together effectively on a cohesive,  
prioritised set of strategic priorities  
which has been well resourced  
and communicated.

Our organisational structure,  
governance, leadership, learning  
management system and  
communications infrastructure  
enable the implementation of  
our strategic direction.

We enjoy high levels of community  
awareness and sustainable  
enrolment growth.

Measures

- TBC

Destination  
Statement

At home in the city, we operate in a  
uniquely connected way, building  
strategic partnerships with industry,  
government, cultural and tertiary  
institutions, innovation hubs and  
Indigenous groups, local churches as  
well as current and past parents and  
Old Andreans.

Our sustainable partnership model  
enriches student learning experiences,  
expands social and cultural awareness,  
creates applied learning opportunities,  
and facilitates successful transitions to  
work or further education.

Measures

- TBC



# Our Financial Stewardship

wisely use  
resources ...

Responsible  
management  
of resources

Mindful of the investment families make in choosing our School, we manage the resources entrusted to us wisely.

## Destination Statement

The School intentionally allocates financial resources to support our key strategic priorities and enhance student outcomes. We responsibly manage our financial position to ensure long term sustainability.

Mindful of the investment families make in choosing our School, we manage the resources entrusted to us wisely, limit our impact on the environment and look for innovative ways to implement our strategy.

Decisions about school size and enrolments are made within the context of maintaining the highly relational character of the School.

## Measures

- Expenditure per Student
- Debt per Student
- Cash Flow Adequacy
- Student Teacher Ratio





# Our Students and Community

in order to ...

Accomplished, purposeful learners

Students live lives of hope, integrity and wisdom

Enriched school community

## Destination Statement

Our students emerge as capable, reflective and creative problem solvers, with a confident understanding of their gifts and abilities, and a transformative intent for themselves and for the good of others.

### Measures

- Student Engagement Score
- Student Accomplishment Score
- Parent Net Promoter Score
- Overall Parent Satisfaction Score

## Destination Statement

Our students are discerning, demonstrate integrity and are hopeful about the future, with a generosity of spirit born out of a genuine engagement with the Christian message.

### Measures

- Alumni Engagement Score

## Destination Statement

We are a positive and influential Christian voice. The distinctive, inclusive nature of our School creates a network of enduring relationships that enriches our community.

### Measures

- School of First Choice Score

achieve our Strategic Themes ...

and our vision ...

## Vision

Our vision is to inspire students to be passionate, creative learners who engage with the message of Christ and fully develop their gifts and abilities in order to serve in the world.



# St Andrew's Cathedral School:

St Andrew's Cathedral School is a coeducational K-12 Anglican school, located in the heart of Sydney's CBD.

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