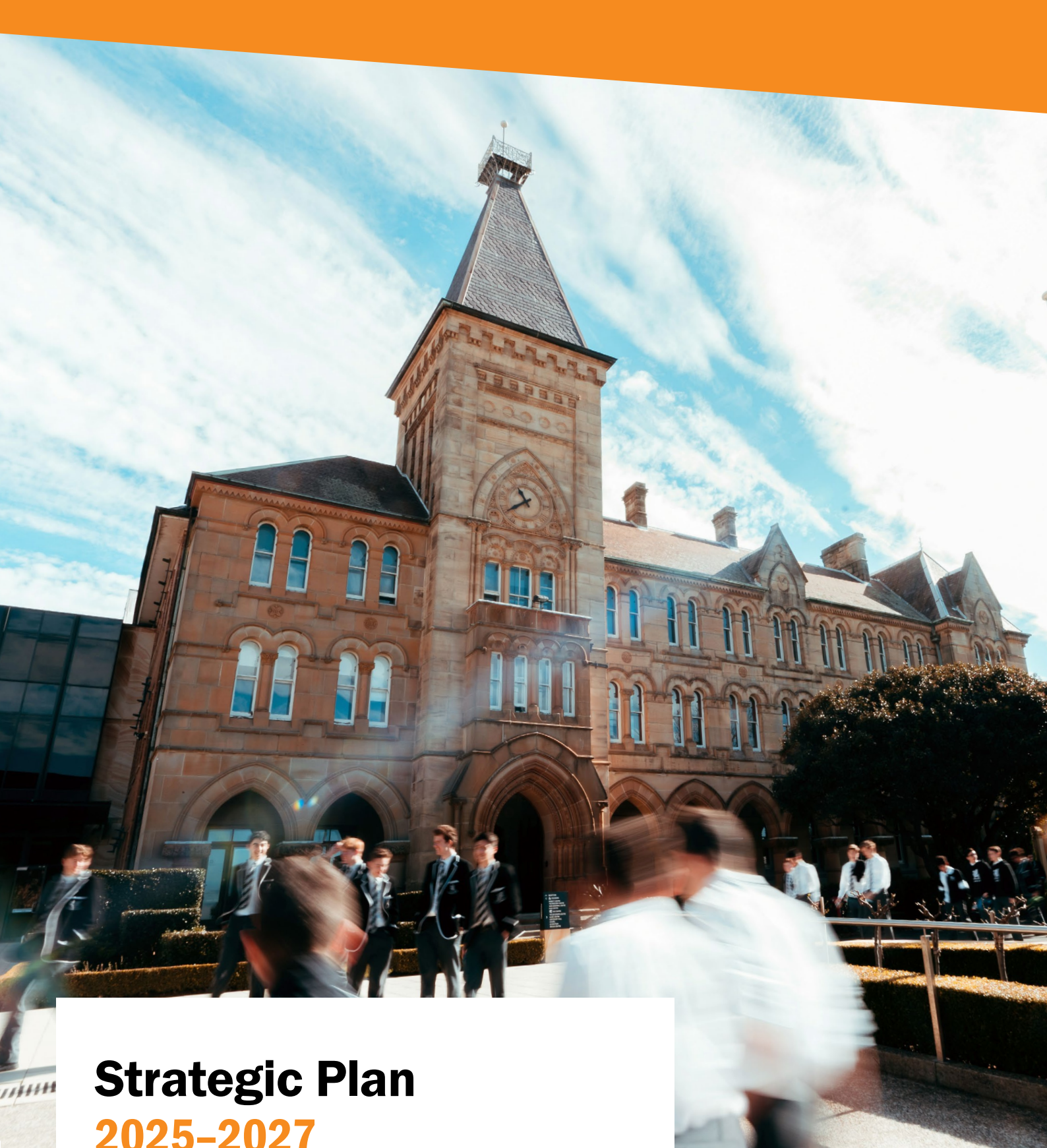




Strategic Plan 2025–2027

Empowering Great Hearts,
Inspired Minds and Strong Wings



Newington College

Acknowledgement of Country

Always was, always will be

We acknowledge that our campuses are located on the land of the Gadigal and Wangal people of the Eora Nation (Stanmore), the Kuringgai people of the Eora Nation (Lindfield) and the Thunggutti, Dunghutti, Ngaku and Ngamba peoples of the Dunghutti Nation (Eungai Creek).

We thank them for their stewardship of these lands and for sharing their traditions, stories, knowledge and intrinsic connection to land and waterways with us, and we look forward to future opportunities for growth and understanding within our community.

A message from the Headmaster



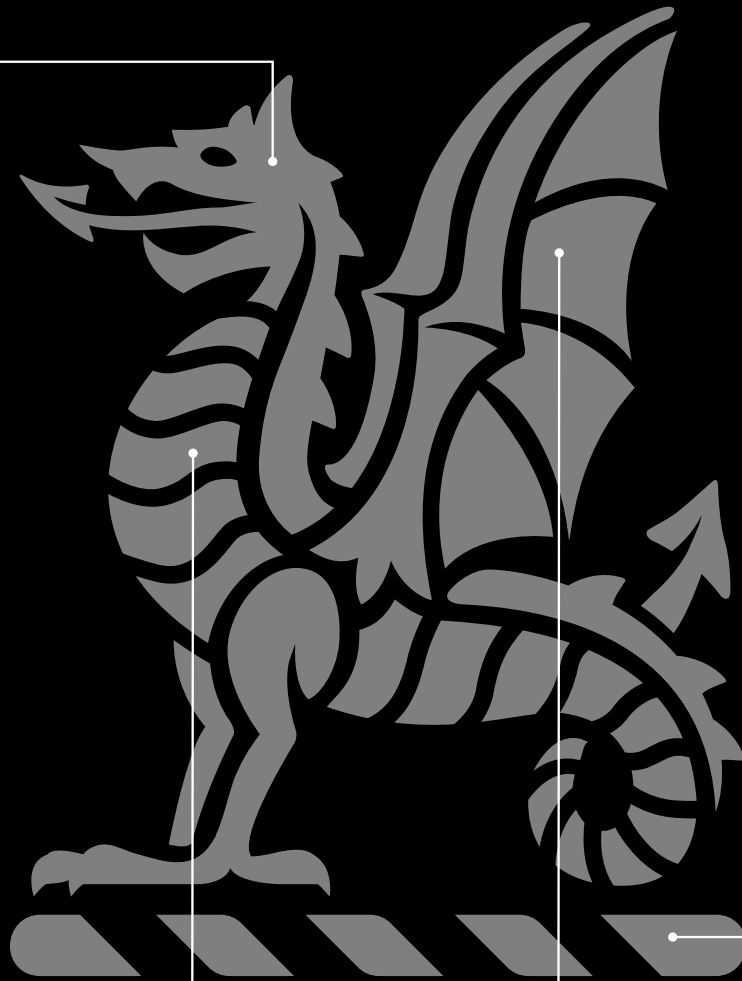
To all in our Newington Community,

It gives me great pleasure to share with you Newington College's 2025–2027 Strategy. This plan consolidates and implements our ongoing strategic *direction* of Great Hearts, Inspired Minds, Strong Wings and Firm Foundations – which is outlined further in the image on the following page.

This document provides a clear view of where we will focus our efforts in the next three years as we build on the rich history, vibrant culture and strong foundations of Newington today, in addition to the enthusiasm we see across the College from students, staff and our families. It includes key initiatives across every part of the school and community.

We have deliberately chosen a three-year horizon to allow effective implementation of the important strategic decisions made in recent years. Driving our ongoing focus on academic rigour and critical thinking, successfully commencing our transition to co-education, and launching our unique service immersion experience for our students at Eungai Creek, are all central to this plan. This is a plan for consolidation and improvement. There are intentionally no major new programs or announcements in this strategy. There is, however, a distinct and deliberate focus on the needs of our current students, staff and community.

Implementing this strategy will be both exciting and challenging. Even as this work is underway, there will be much about Newington that will remain the same – our focus on the wellbeing and holistic education of our students through a bespoke pastoral program; our commitment to our staff and their wellbeing and development; our core values – inclusivity, courage, integrity, curiosity and kindness – and our belief in diversity.



INSPIRED MINDS

**CURIOUS
OPEN-MINDED
RIGOROUS**



GREAT HEARTS

**COURAGE
INTEGRITY
KINDNESS**



STRONG WINGS

**INDEPENDENCE + TEAMWORK
CRITICAL + ETHICAL THINKING
PHYSICAL + ARTISTIC
EXPRESSION
COMMUNICATION
CREATIVITY + AGILITY
FAITH + MEANING**



FIRM FOUNDATIONS

**INCLUSIVE
ROBUST
VIBRANT
PEOPLE-FOCUSED**

The four pillars of the strategy

To ensure there is a clear focus on the things that matter most, the strategy is based around four pillars: our students, our staff, our campuses and our community.

The simplicity of this approach ensures that what we do between 2025 and 2027 is focussed and achievable.

This document outlines several key initiatives for each pillar. There are projects that sit behind each of these initiatives that have been developed by our staff and have clear and measurable outcomes that will be tracked throughout implementation.

A strategy driven by our staff

Newington's middle leaders – a group of approximately 100 senior staff from across all campuses – have led the development of this strategy. We have consulted widely and engaged broadly with teaching and non-teaching staff in workshops and working groups throughout 2024. In examining the three years ahead, these leaders identified both the most critical areas of focus to improve for right now, and also what needs to be done to advance a Newington education for the 2030s. Their discussion, debate, refinement and consideration of ideas and options has delivered a strategy that will stand Newington in great stead, and we are enormously grateful for their dedication, commitment and efforts.

A focus on academic rigour

Our academic results have continued to improve, with our 2023 cohort achieving the best outcome since 2001. The focus on academic rigour will continue through to 2027 (and beyond), with a very strong focus on critical thinking, and academic staff are working collaboratively across campuses to improve learning, irrespective of the pathway students chose. We have already implemented the Cambridge IGCSE across Years 9 and 10, and we will continue to enhance our HSC and IB offering. We believe students will thrive if they strive, and with this in mind every student will be encouraged to push themselves to make the most of the College's array of educational, service and co-curricular opportunities. Seeing every student flourish is central to this strategic plan.

Implementation across our five campuses

This strategy embraces all five of Newington's campuses. It encompasses elements that are common to every campus, as well as specific actions based on their different needs. It considers the varying stages and timing of co-education implementation and includes enhancements to the College's academic approach from the ELC through to Year 12. Newington will be as great a school for girls as it has been for boys for more than 160 years.

Eungai Creek

As part of our social service program, our first Year 9 cohorts will experience a term stay at Eungai Creek, a special place that is deeply connected to the land of the local Thungutti, Dunghutti, Ngamba and Gumbaynggnir people.

The natural landscape, community service activities, and limited use of devices, will give students the opportunity to step out of their daily Sydney norms and into a new, immersive experience. It will broaden their understanding of the world, as well as themselves.

Wyvern and Lindfield

Our junior schools will welcome new girls and boys in Kindergarten and Year 5 from 2026. Preparations are well underway to ensure that every student has an exceptional experience at Newington from the moment they join us.

Our Head of the Preparatory Schools and the Director of Co-education have been working closely with staff on the implementation of our co-education plan. This has included consultation with the community on facilities, uniforms, finalising sport and co-curricular opportunities and working with teachers to ensure they are ready through their professional learning. Girls are already very much part of our Early Learning Centre (ELC), and we have considerable experience to draw upon as we welcome girls to Wyvern and Lindfield.

During this strategic arc, our junior schools will also benefit from a K-12 review of Newington's approach to education to ensure increased consistency and alignment on pedagogy. Central to this is greater coordination across all year groups, ensuring a smooth transition into the Stanmore senior school. Teachers from all our campuses are already working in collaborative design sessions to ensure a continued focus on academic rigour. This initiative will drive better outcomes for all students, and set them up for success in the senior years at the school, as well as any further study they may undertake after completing their studies at Newington.

Stanmore

Our senior school campus will be enhanced as planning and construction of new buildings occurs over the next three years. Based on our campus masterplan, we will deliver budgeted upgrades to key facilities, as well as the development of new learning spaces and co-curricular facilities. We will continue to consult and share updates with the Newington and local communities to ensure a clear understanding of what is planned across the campus for the benefit of current and future students.

Engaging with our community

As part of this strategy, the College is committed to timely communication with our community on key issues, as well as continued consultation with students, staff, parents, alumni, future families, donors and our local neighbours. We appreciate the input already received on this strategy, the master plan, elements of the transition to co-education and other ongoing improvements across the College from the P&F and the ONU in 2024. We look forward to and appreciate continued constructive and positive engagement.

Over the course of the 2025-2027 Strategic Plan, we will report back to our community on progress, enhancements and any changes as we continue to work to make Newington College an even greater school.

We are excited about the path ahead. We trust that by sharing our major areas of focus, you will be too.

Michael Parker
Headmaster



The Four Strategic Pillars



OUR STUDENTS



OUR CAMPUSES

OUR STAFF



OUR COMMUNITY



Our Culture

Newington College has been educating young people for 162 years. We are proud of our culture – vibrant, caring, courageous – which is in the atmosphere every student breathes every day. In turn, their behaviour helps form our culture.

It should be apparent when you walk in the gates of each of our campuses, in our classrooms, in the common rooms, on the playground, the sporting fields and when you see our students on public transport. It is a feeling that makes us distinctive and special.

Our culture is vibrant.

Vibrancy is a kinetic word, alive with colour and movement. A vibrant culture is full of excitement, potential and wonder. Newington College is a restless school built on the forward motion of thousands of students and educators, past and present. This visceral vibrancy informs our future-facing philosophy and ensures the wisdoms of generations past help inform the futures of students, today and tomorrow. It helps prepare our students for the world and helps nourish our staff by providing an open environment for lifelong learning.

Our culture is caring.

Newington is a diverse and inclusive non-selective ELC to Year 12 school and we celebrate all students. Caring and kindness means there are no hierarchies and each person is of equal importance. It means being aware of others, seeing their worth and accepting their interests. It's being there for your friends or colleagues and being supportive of everyone around you.

Our culture is courageous.

From the earliest years across our five campuses, students are taught the vocabulary they will need to become engaged, questioning and empathetic adults in this global world. Our students learn to listen to one another with respect. We equip them to have the courage, and agency, to advocate, and negotiate, for themselves and others. They challenge one another's ideas, learn to reason and develop independent critical and ethical thinking to engage in life's big questions. Courage is about standing up for what is right, even if it's not the most popular path. It's looking inward and making a commitment to be the best version of ourselves. It's also making a commitment to make a difference in the world, give back to society and live a life of purpose. Be it our students or our staff.





Our Students

ASPIRATION

To ensure every student can learn, think and thrive through a breadth of opportunities and transformational experiences



INITIATIVE

GREAT HEARTS

Enhance and strengthen existing whole school wellbeing program for changing student cohort.

Ensure students (K-12) have a clear understanding of the co-education timeline, activities and engagement principles that will ensure the transition is positive for all students.

Further develop and embed a relevant, stage based and meaningful service-learning program that positively contributes to community.

INSPIRED MINDS

Develop and implement a research-based teaching and learning framework which promotes academic rigour, curiosity, open-mindedness, creativity, and critical thinking, for all students.

STRONG WINGS

Develop a cohesive and connected plan that brings together the best co-curricular and outdoor education model that promotes balance, exploration and connection

FIRM FOUNDATIONS

Deliver robust and secure ICT, communications and administrative platforms and systems that enable a seamless, contemporary and effective learning experience for students and families.

INDICATORS OF PROGRESS

- Student wellbeing measures and health indices
- Service-learning participation
- Improvement in individual academic outcomes
- Co-curricular and outdoor education program engagement

Our Staff

ASPIRATION

To engage in and contribute to a collaborative, inspiring and rewarding environment where all staff can be at their best



INITIATIVE

Develop and implement a holistic staff wellbeing framework, empowering staff to care for ourselves and one another, and contribute to our Newington community and beyond.

Implement whole school pedagogical and assessment practices, underpinned by consistency, quality, inclusivity and rigour, evidenced through the K-12 Teaching and Learning Framework.

Consult, define and promote Newington as an employer and workplace which retains and attracts high quality staff.

Review and refine whole school structures and systems in order to optimise the school day, balancing other events and activities.

Implement a comprehensive professional learning and growth framework which honours staff voice, talents, aspirations.

INDICATORS OF PROGRESS

- Staff engagement and retention
- Implementation of new learning framework
- Engagement of staff in key strategic projects
- Staff satisfaction and advocacy through biannual survey

Our Community

ASPIRATION

To enrich our culture and connection through respectful, inclusive and positive relationships between students, staff, families, alumni and our broader community



INITIATIVE

Continue to build strong and productive relationship with students and their families to support their learning journey.

Continue to build strong relationships with indigenous communities and groups that broaden the experience and understanding of staff and students.

Celebrate and maintain the proud history, inclusive traditions of the school, as well as new traditions that will grow over time.

Define and maintain engagement, contemporary processes and support systems for various stakeholder entities (eg P&F, ONU, Newington Foundation, etc.) and individuals (eg alumni, donors, past parents).

INDICATORS OF PROGRESS

- Engagement of parents, carers and families in the learning journey
- Community engagement in key College events and activities
- Parent satisfaction and advocacy through biannual survey
- Positive engagement with indigenous communities

Our Campuses

ASPIRATION

To invest in and enhance our contemporary learning environments, improving sustainable practices, and maintaining our fiscal responsibility



INITIATIVE

Finalise master plan development, approval and implementation of capital improvement priorities of each campus.

Prepare relevant infrastructure and school environments for the introduction of co-education at the Junior and Senior School campuses.

Develop and implement effectiveness and digitisation of administrative workflows and practices which will enhance staff and student engagement, collaboration and efficiency.

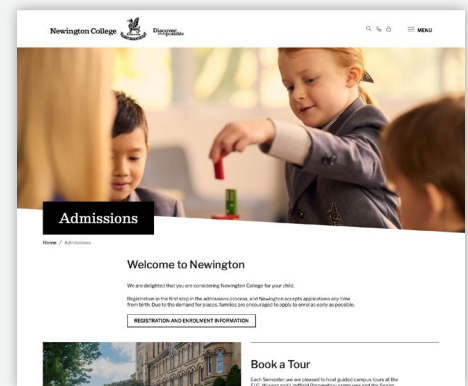
Develop and implement College-wide ICT applications, anchored in the school information system, and ensure sustainable, aligned and secure roadmap is enacted.

Continue our commitment to financial responsibility, including a robust and strategic approach to capital management and appropriate investments.

INDICATORS OF PROGRESS

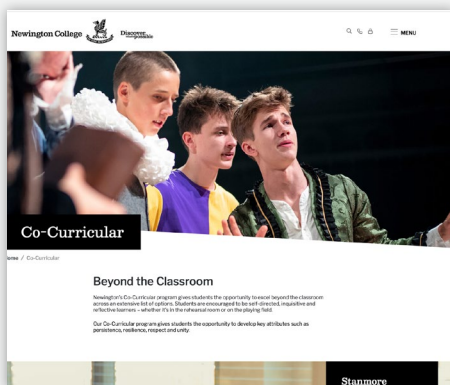
- Stanmore masterplan implementation and approval
- Improved facilities at all campuses for current and new students
- Reduced administrative time through digitisation of workflows
- Stable, strong and sustainable financial position

Links to resources



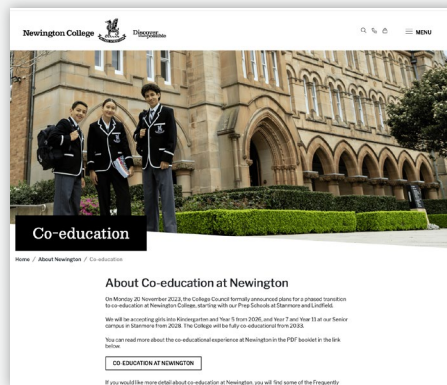
ADMISSIONS

newington.nsw.edu.au/admissions/



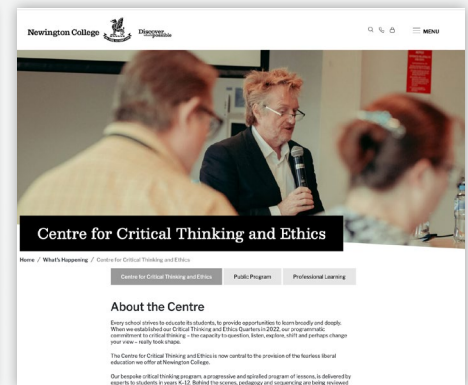
CO-CURRICULAR

newington.nsw.edu.au/co-curricular/



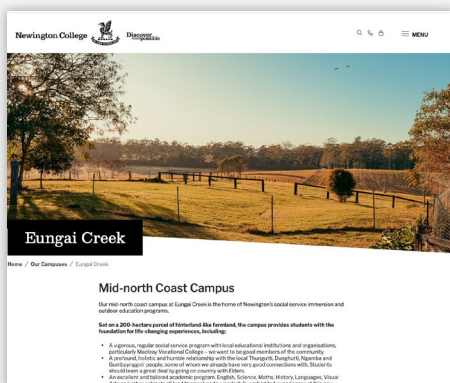
CO-EDUCATION

newington.nsw.edu.au/about/co-education/



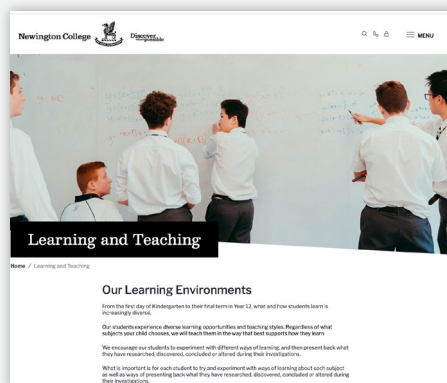
CRITICAL THINKING

newington.nsw.edu.au/whats-happening/critical-thinking-ethics/



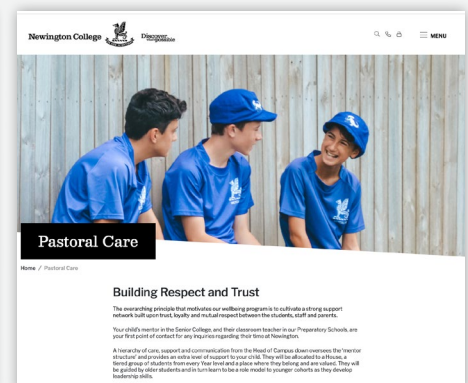
EUNGAI CREEK

newington.nsw.edu.au/our-campuses/eungai-creek/



LEARNING FRAMEWORK

newington.nsw.edu.au/learning-and-teaching/



PASTORAL CARE

www.newington.nsw.edu.au/pastoral/

The Strategy Development process

With such a strong focus on implementation of strategic decisions that had been made in 2023 and 2024, this strategy was developed in conjunction with the staff of the College, and specifically the Middle Leaders from across our campuses.

Through a series of workshops and working groups, the Middle Leaders identified a wide range of opportunities that would embed the main initiatives as well as create opportunities for students, staff and our community to engage more fully with the College.

The process was rigorous, collaborative and culminated in an all-staff planning day in May where ideas were tested, prioritised and rationalised for the Middle Leaders to build into the final plan.

INPUTS AND PLANNING:

- **January 2024**
College Executive Planning Session
- **February 2024**
Middle Leaders Workshop 1
- **February 2024**
College Leadership Session
- **May 2024**
Middle Leaders Workshop 2
- **May 2024**
All staff half-day strategy workshop

CONSOLIDATING

- **May 2024**
All staff half-day strategy workshop
- **July 2024**
Middle Leaders Workshop 3 (was 2)
- **August – September 2024**
Middle Leaders Working Groups
- **October 2024**
Students, P&F and ONU sharing and discussion



May 2024
All staff half-day strategy workshop



October 2024
Student discussion

VISION

To empower our students to develop
GREAT HEARTS, INSPIRED MINDS AND STRONG WINGS
ready to make a positive contribution to society and the future

CONTEXT

Over the next three years, as the College continues to embed critical thinking immersion program based at our new Eungai Creek campus, and welcomes

PILLARS

OUR STUDENTS

OUR STAFF

ASPIRATION

To ensure every student can learn, think and thrive through a breadth of opportunities and transformational experiences.

To engage in and contribute to a collaborative, inspiring and rewarding environment where all staff can be their best.

BUILDING ON OUR EXISTING PRACTICES AND BEST TRADITIONS, WE WILL

INITIATIVES

- Improve academic rigour, through curiosity, creative and critical thinking.
- Enhance and launch updated ELC-12 wellbeing program.
- Provide student readiness ahead of the introduction of co-education.
- Review and refine service learning, co-curricular and outdoor education programs.
- Ensure our ICT, communication and admin platforms are seamless.

- Maintain focus on holistic staff wellbeing and support structures.
- Implement ELC-12 teaching and learning framework.
- Build on our comprehensive professional learning and growth program.
- Review and refine College structures to prioritise quality teaching time.

OUR GOVERNANCE AND OPERATIONS WILL CONTINUE TO PROVIDE THE

VALUES

OUR LONG-STANDING VALUES WILL UNDERPIN ALL THAT WE DO

Inclusivity

Courage

FAITH

Newington seeks to provide a space where students can explore notions feel inspired to make a positive difference in the world.



and drive academic rigour in all stages, launches our social service
our first female students as part of implementing co-education, we will focus on:

OUR COMMUNITY

To enrich our culture and connection through respectful, inclusive and positive relationships between students, staff, families, alumni and our broader community.

OUR CAMPUSES

To invest in and enhance our contemporary learning environments, improving sustainable practices, and maintaining our fiscal responsibility.

PRIORITISE KEY INITIATIVES, SUMMARISED BELOW:

- Foster positive relationships between the College, students and families.
- Celebrate our proud history, past and new inclusive traditions.
- Engage constructively with all stakeholders in partnership with the P&F, ONU and Foundation.
- Continue to build strong relationships with indigenous communities and groups.
- Finalise master plans and implement infrastructure improvement programs for each campus.
- Complete playground and amenities renewal program at junior schools.
- Continue to improve effectiveness and digitisation of administrative workflows.
- Review current College-wide ICT applications, anchored in the school information system.
- Continue our commitment to financial responsibility and capital management.

FIRM FOUNDATIONS FOR THE COLLEGE TO EXCEL INTO THE MID 21ST CENTURY

Integrity

Curiosity

Kindness

of Faith, and all in our community can understand the all-inclusive love of their God and

Discover.
what's possible

Newington
since 1863



Newington College