



# ALL HALLOWS' SCHOOL

STRATEGIC PLAN  
2023 - 2025

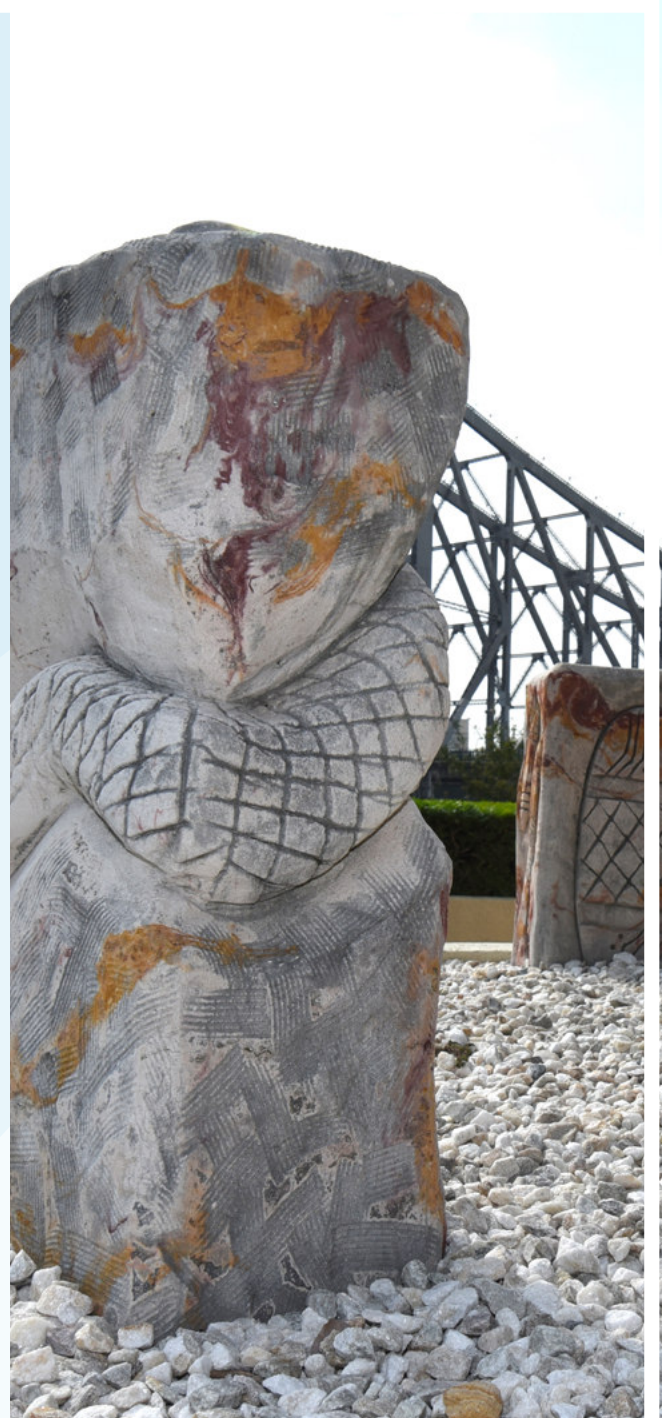


# ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Turrbal and Jagera Peoples, the Traditional Custodians of the land on which our School is located on a rise above the Brisbane River. They have lived on the shores of Maiwar, the Brisbane River, for more than 40,000 years. The river was used as a sustainable resource for food, including many varieties of fish, shellfish and eels. Sites near the river have held significance from an age-old past to the present for meeting, learning and sharing.

We pay our respects to the Turrbal and Jagera Peoples, and respect the love they gave and received from the land, waters and sea.

May we walk gently and respectfully on this land.



# INTRODUCTION

All Hallows' School, a ministry of Mercy Partners, is a Catholic Mercy school for girls from Years 5–12, established in 1861. For more than 160 years, we have held a significant place in the history of Brisbane and Queensland as the state's oldest secondary school. We continue to serve our community through educating young women in a faith-based, holistic tradition where we aspire for each student to realise her potential.

Our school's motto *Dieu et Devoir*, (God and Duty), endures as the defining spirit of our community. Here, we encourage compassion and empathy for others, along with an awareness that extends beyond our immediate community. Through this, we seek to develop new generations of young women who are engaged and empowered to make a global difference.

Our Catholic identity is central to all that we do at All Hallows' School. It underpins our vision to create opportunities for our community that allow faith, mercy and service to flourish. It is further evidenced by our commitment to enhancing the wellbeing of students and staff by providing a safe, inclusive and positive culture.

As custodians of the legacy created here by Catherine McAuley and the Sisters of Mercy, we are committed to remaining contemporary and relevant by challenging ourselves to innovate and adapt in these times of rapid global social change.

Our Strategic Plan anchors us to our heritage, traditions and values of respect, integrity, service, compassion, joy and justice. Yet, it must also be flexible enough to serve us as we navigate new complexities, including a

changing geopolitical landscape, global health and environmental challenges, labour market and supply chain shortages, and ongoing economic volatility.

Our 2023-2025 Strategic Plan recognises this need to deftly respond to rapid change in our internal and external environments. This next planning phase must prioritise the continuation of successful frameworks and strategies implemented across the past three years. It must also provide the impetus to lay new foundations that inspire informed and transformative change, allowing us to embrace opportunity.

We look forward with hope to the continued fulfilment of Catherine McAuley's vision for the education of women and girls to make an enduring difference to society. We commend this plan to you as a guide for the achievement of our mission, vision and values in the years ahead.



**ANN-MAREE DAVID**  
Chair of School Board



**CATHERINE O'KANE**  
Principal

# MISSION, VISION AND VALUES

## MISSION

All Hallows' School is a Catholic girls' school within the educational and spiritual tradition of the Sisters of Mercy. Our inspirations are Jesus Christ, Gospel values and the life and faith of Catherine McAuley. Our community works to nurture and challenge our students within a dynamic and holistic learning environment. We educate young women in readiness to embrace their future with confidence and self-knowledge so as to live Gospel values.

## VISION

To inspire young women to a life of faith, compassion, learning and leadership in the spirit of Mercy.



# VALUES

We seek to intentionally form young women whose words and actions embody these values:

## RESPECT

Christianity holds sacred the dignity of each individual as made in the image of God. We want each girl to respect herself and others, our School and all of God's creation.

*Even the weakest and most vulnerable, the sick, the old...are masterpieces of God's creation, made in God's own image, destined to live forever, and deserving of the utmost reverence and respect.*

**Pope Francis**

## INTEGRITY

Integrity honours the dignity of the person made in God's image who engages in authentic relationships. It is our hope that our young women act with courage and honesty as they make principled decisions.

*We should be shining lamps, giving light to all around us.*

**Catherine McAuley**

## SERVICE

Our School motto Dieu et Devoir (God and Duty), represents the spirit that is given life by our school community. An All Hallows' girl acts with discernment and responsibility, leading change, rejecting injustice and making a difference.

*While we place all our confidence in God, we must act as if all depended on our exertion.*

**Catherine McAuley**

## COMPASSION

Jesus lived the compassion of God in his love for all, particularly those on the margins. We hope our young women will feel the suffering of others and respond with generosity, kindness and open hearts.

*As people of God, holy and beloved, put on a heart of compassion, kindness, humility, gentleness and patience.*

**Colossians 3:12**

## JOY

Catherine McAuley found joy in the presence of young people, strengthening their faith, hope and love, and nurturing their awareness of the true sources of joy. We want our young women to walk paths of joy and kindness, in the knowledge that true happiness is found in the service of others.

*One filled with joy preaches without preaching.*

**St Teresa of Kolkata**

## JUSTICE

Catholic social teachings make explicit the guiding principles necessary for a just society. We want each girl to live according to these principles, to sanction actions that extend beyond the charitable response and to work to challenge societal structures that perpetuate injustice.

*The Spirit of God has been given to me to bring good news to the poor, to proclaim liberty to captives, to the blind new sight, to set the downtrodden free.*

**Luke 4:18**

*Integrity*



# FAITH AND MERCY

## GUIDING PRINCIPLE

Inspire our young women, staff and community to live lives of faith and action in the spirit of Mercy.

## STRATEGIES

- ✦ **Mercy charism and Catholic identity:** Develop, from concept to installation, a heritage centre to showcase our history and spirit of Mercy.
- ✦ **Prayer and liturgy:** Affirm the focus on prayer and liturgy as central to the practice of the Catholic faith and Mercy values.
- ✦ **Understanding of faith:** Review, rewrite and deliver a whole-of-school retreat strategy that is responsive to contemporary needs and practices.
- ✦ **Mercy action and service learning:** Create and implement a renewed Mercy-focused immersion program.
- ✦ **Reconciliation:** Rewrite and implement a revised Reconciliation Action Plan.

# STUDENT WELLBEING

## GUIDING PRINCIPLE

Through the implementation of the Student Wellbeing Framework and in partnership with families, build student agency and enhance wellbeing.

## STRATEGIES

- ✦ **Student care:** Implement and review policies, procedures and structures to build students' social and emotional capabilities, promote student agency and improve learning.
- ✦ **Wellbeing capability:** Revise, update and implement the Student Wellbeing Framework to enhance student wellbeing.
- ✦ **Leadership and recognition:** Develop student leadership capability and celebrate a diverse range of student achievement.
- ✦ **Staff capability:** Continue to develop staff capability to deliver responsive student care.



Joy



*Respect*



# TEACHING AND LEARNING

## GUIDING PRINCIPLE

Deepen the culture of teaching and learning that values and nurtures the interconnectedness of the personal and academic potential of each student.

- ✦ **Learning:** Build the skills and capabilities of all students to understand themselves as learners and increase their agency in the learning process.
- ✦ **Teaching:** Continue the strategic implementation of the Teaching for Learning framework.
- ✦ **Curriculum, assessment and feedback:** Implement the Australian Curriculum 5-10 with contextually appropriate assessment and feedback and with a particular focus on the Cross Curriculum Priorities and General Capabilities.
- ✦ **Digital pedagogy:** Promote purposeful and innovative practices in pedagogy enhanced by digital platforms.
- ✦ **Information services:** Develop and implement a strategic plan for reading and information literacies.
- ✦ **Complementary curriculum:** Deliver a diverse, inclusive and accessible co-curricular program and build opportunities that facilitate personal and cohort identity growth.

# STAFF WELLBEING AND DEVELOPMENT

## GUIDING PRINCIPLE

Provide a healthy and safe workplace, grounded in the ethos, values and spirit of Mercy, where staff thrive and achieve their best.

## STRATEGIES

- ✿ **Formation:** Provide opportunities for staff formation through experiential, scholarly and responsive programs to support our shared Catholic Mercy ministry.
- ✿ **Staff wellbeing:** Develop and implement a multi-phase Staff Wellbeing Framework to enhance staff wellbeing and a positive workplace culture.
- ✿ **Professional growth:** Develop and implement a whole-of-school professional learning framework.
- ✿ **Restorative practice:** Embed restorative practice as a means of fostering positive and respectful workplace relationships.

# Compassion



# Justice



# BUILDING COMMUNITY

## GUIDING PRINCIPLE

Build and nurture enduring partnerships with our past, present and future community.

## STRATEGIES

- ✦ **Community engagement:** Provide enhanced opportunities to connect, engage, contribute and share.
- ✦ **Enrolment sustainability:** Maintain strong enrolment demand through a captivating and coordinated communication and engagement strategy.
- ✦ **Communication:** Create and implement a cohesive communication strategy to deliver effective communication across multiple channels.
- ✦ **Philanthropy:** Through the All Hallows' Foundation, expand the philanthropic impact of our community through tailored and personalised engagement.

# STEWARDSHIP AND SUSTAINABILITY

## GUIDING PRINCIPLE

Support high quality education and community experiences through responsive and reliable resourcing, systems and processes.

## STRATEGIES

- ✦ **Financial stability:** Optimise our financial performance through effective long-term planning and use of our resources, systems and processes.
- ✦ **Environmental sustainability:** Implement the Environmental Sustainability Plan.
- ✦ **Information communication and technology (ICT):** Design, deliver and support agile, integrated and trustworthy ICT systems.
- ✦ **Facilities:** Complete delivery of Stage 1 of the Facilities Master Plan
- ✦ **Governance:** Develop and align reporting to meet emerging environmental, social and governance standards.



# Service





## REALISING OUR STRATEGIC VISION

Our 2023-25 Strategic Plan has been developed to set our school on a course for continued success.

The School Board, in collaboration with the school's Leadership Team, has reviewed each pillar, creating defined strategies along with measurable outcomes.

From our Strategic Plan, an annual statement of school goals is formulated, including set implementation milestones. This becomes our annual operational plan that details project deliverables associated with each goal.

Our progress will be tracked via regular reporting to the School Board, twice yearly updates to Mercy Partners, and to our community through the Principal's Annual Report.

Blessed with a rich history, treasured traditions, a magnificently located and resourced campus, highly professional staff and a connected, caring community, All Hallows' School is well-placed to continue to thrive.

Over the next three years we stand ready to navigate the realities of a world of change, confident that our touchstones of faith, service, learning and leadership will anchor us and offer safe harbour.

Being a community that values lifelong learning, we commit to regularly evaluating the success of our approach and transparently communicating our progress.

As people of Mercy, guided by the spirit of Jesus Christ and Catherine McAuley's example of living the Gospel values, we pray for wisdom and energy in the pursuit of our shared aims.



AS WE WORK TO BRING OUR VISION FOR THE FUTURE OF ALL HALLOWS' SCHOOL TO REALITY, WE PRAY THE WORDS OF CATHERINE MCAULEY:

## THE SUSCIPE

My God, I am yours for  
time and eternity,  
Lord I am yours for ever.  
It's you who must teach me  
To trust in your providence,  
Loving Lord.

You are a God of  
love and tenderness  
I put my faith in you,  
And I ask that you grant me  
Acceptance of your will,  
Loving Lord.

Take from my heart  
all painful anxiety.  
Let nothing sadden me but sin.  
And let my delight be  
Hoping to see your face  
God, my all.

Prayer of Catherine McAuley, Founder of the Sisters of Mercy



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