



SHAPING THE FUTURE

STRATEGIC PLAN | 2022-2024



St Stephen's School
SERVE GOD SERVE ONE ANOTHER





MESSAGE FROM THE PRINCIPAL

Our last Strategic Plan – *Staying True & Moving Forward* saw St Stephen's School clarifying its purpose and creating a platform for success. Following the accomplishments of the last few years, and despite some unprecedented times, it is my pleasure to present you with the St Stephen's School Strategic Plan 2022-2024 – *Shaping the Future*. Set against the current backdrop of growth, diversity and sustainability, the aptly titled strategy, continues to be Christ-centred, student-focused and community-based.

Our immediate society is still set within the context of a global pandemic which, we believe, will continue to impact us for at least the next 12 months and play a role in shaping our future. Technology will both confront us and provide us with solutions for some of our most difficult challenges and education will continue to be transformed.

In helping the next generation of students shape a future they may not necessarily see; we first need to explore and understand what makes us human, what it is to 'know thyself' in the context of the world around us.

St Stephen's School is well placed to undertake this task through our Motto, Mission and Values. Keeping these drivers front and centre is critical in guiding students to find their own strengths and passions. The School's core values, will always be a clear guide for our students.

The Strategic Plan 2022-2024 – *Shaping the Future* is similarly based upon our five core values that influence all that we do and a sixth pillar of maintaining operational sustainability to allow for growth over the next three years.

• Faith

At St Stephen's School, we are committed to walking alongside students as they seek out the answers to some of their spiritual questions in life. We are aware of a trend towards a pervasive materialism in which having more 'things' is

the meaning of life. As a school of the Uniting Church, we are committed to planting seeds of faith that may grow deeper, more meaningful roots and help to shape lives over time.

• Learning

At St Stephen's School we are first and foremost committed to student learning, exploring creativity and encouraging critical thinking.

As a school, our core business is teaching and learning and much has been accomplished in this area since the foundation of the School in 1984.

We are committed to hard work and personal excellence. Resilience, grit and character will be the discriminators of the future and these traits are never easy ones to achieve, however with support and commitment, our school community will continue to thrive.

St Stephen's School is strongly committed to pastoral care and wellbeing for all members of our community. These will continue to be areas of focus in this Strategic Plan's priorities and actions.

• Service

We are committed to caring for ourselves and our neighbour. As our motto suggests, we want our students to Serve God and to Serve One Another as they travel through their school journey and beyond.

• Care

A fast-paced world is often focused on tangible outcomes, however caring for ourselves and others is key to finding a balance between a sense of calm and achievement. The School's holistic focus on a child sees equal importance placed on learning and care, with the care structure central to school operations.

• Community

At St Stephen's School, we aim to develop each student's sense of community and a real connection to the people and places around them. We want our students to find connections in themselves, their family, their teams, their school, their country and world. It is important that we continue to be inclusive and welcoming of all.

St Stephen's School's educational philosophy is predicated on the whole child. We are faithful to our students in what we do and instill the idea of never wasting your opportunities. We believe we have a responsibility to ensure that we are stewards of the environment, with a responsibility to ensure our school continues to be sustainable now and into the future.

We look forward to the possibilities of the future and ask you to continue to partner with us as we present the St Stephen's School Strategic Plan 2022-2024 – *Shaping the Future*.

Mrs Donella Beare
Principal



GOOD KNOWLEDGE, GOOD SPIRITS, GOOD PLACE

By Nerolie Bynder 2019

St Stephen's School acknowledges the Noongar people as Traditional Custodians who have walked and cared for this land for thousands of years, and their descendants who maintain their spiritual connection and traditions. We pay respect to Elders past, present and emerging.

We give thanks to Noongar artist Nerolie Bynder who told the story of The Kaadadjan Centre through her piece. The gift of this artwork continues to play a central role in our story as we are guided and educated by Noongar Elders in our understanding and integrating the importance of Aboriginal culture.

OUR MISSION

St Stephen's School is a Christ-centred, student-focused and community-based school of the Uniting Church.

Our mission is to:
**"INSPIRE LEARNING
THAT TRANSFORMS
AND EMPOWERS
LIVES."**

OUR CORE VALUES

Our five core values are both independent and interlinked. They underpin all that we do, guiding decisions, programs and development for the future.

All in our community – students, staff, parents, Council members and external partners – are expected to embrace these values as they undertake their various roles.



FAITH



LEARNING



CARE



SERVICE



COMMUNITY

CONTEXT AND APPROACH

St Stephen's School is proudly built on a tradition of providing a holistic educational journey for students from Pre-Kindergarten through to Year 12. We place equal value on learning and care. This dual focus shapes the learning opportunities and programs offered at school and develops skills such as curiosity, consideration and understanding in our graduates.

The approach that St Stephen's School has undertaken in the development of this Strategic Plan has included collaborating and consulting with the various groups that comprise our community. We have reflected on the School's journey to date, studied emerging trends in education and our wider society and engaged with experts in the possible challenges and areas of growth in technology that students may encounter over the next 10 to 20 years.

A range of feedback from this collaboration and consultation along with quantitative and qualitative surveys, research and the use of other guiding documents have all been used to assist the School in developing a series of Strategic Priorities for the next three years. These have been grouped into our three continuous themes of Our Purpose, Our People, Our Place.

These priorities will be the focus in all the decisions, actions, learning intentions, wellbeing initiatives, growth opportunities and student experiences for the St Stephen's School community.

They will drive our growth towards five outcomes, outlined below and strengthened by the six pillars, the School's five core values and a sixth pillar on organisational growth and sustainability.

By placing the student at the centre of all decisions, the Strategic Plan becomes a guiding framework inviting opportunity, support, development and innovation for all.

FRAMEWORK

Level 1 - STRATEGIC THEMES

OUR
PURPOSE

OUR
PEOPLE

OUR
PLACE

Level 2 - OUTCOMES

- Quality learning on the educational, social and health outcomes of children.
- A holistic approach to care, health and well-being of students and staff.
- An optimistic faith and contribution to community is essential for individual development but also that of society.
- Living in a community with a culture of welcome, openness and inclusivity.
- Experiencing campuses that are contemporary and that grow sustainably.

Level 3 - PILLARS



FAITH



LEARNING



CARE



SERVICE



COMMUNITY



OPERATIONAL
SUSTAINABILITY



STRATEGIC THEME – OUR PURPOSE

FAITH, SERVICE, LEARNING

PRIORITY 1 – FAITH

Cultivate an optimistic faith with a heart for service in our staff and students.

PRIORITY 2 – FAITH

Maintain an age-appropriate journey of service from Kindergarten through to Year 12, with a stronger local emphasis within our Service-Learning Program.

PRIORITY 3 – LEARNING

Maintain a focus on our graduate outcomes with particular emphasis on ensuring that students are successful, adaptable, lifelong learners, and are content on their individual learning pathway.

PRIORITY 4 – LEARNING

Future-proofing our curriculum through the provision of critical skills including the development of:

- Thinking agility
- A forward-looking Technology strategy
- A strong learning culture

STRATEGIC THEME – OUR PEOPLE

COMMUNITY

PRIORITY 5 – COMMUNITY (DIVERSITY)

Maintain and grow a school community that prioritises a feeling of inclusion, belonging and acceptance.

PRIORITY 6 – COMMUNITY (DIVERSITY)

Develop a more diverse enrolment base over time.

PRIORITY 7 – COMMUNITY (DIVERSITY)

Provide more opportunities for students and staff to celebrate diversity and to connect with the broader community - my world, your world, our world.

PRIORITY 8 - PEOPLE (STUDENT GROWTH).

Developing opportunities for students to grow their voice, agency, ownership of their learning, confidence and creativity.

PRIORITY 9 – PEOPLE (STUDENT HEALTH & WELLBEING)

Provide opportunities for increased student support in the wellbeing domain including resilience and mental health.

PRIORITY 10 – PEOPLE (STAFF HEALTH & WELLBEING)

Ensure there is an emphasis on wellness and mental health.

PRIORITY 11– PEOPLE (STAFF EMPLOYER OF CHOICE)

Be known as an employer of choice that attracts, retains and develops quality staff with a clear Professional Learning and career development approach to staffing.



“THE SHAPE OF YOUR CHARACTER IS THE SHAPE OF YOUR FUTURE”

– ERWIN MCMANUS



STRATEGIC THEME – OUR PLACE

OPERATIONAL SUSTAINABILITY & GROWTH

PRIORITY 12– PLACE (CAMPUSES & PROPERTY)

Continue to develop campuses that are rich in technology with alignment of campus infrastructure and purpose.

PRIORITY 13 – PLACE (KAADADJAN)

Continue to develop the infrastructure and branding of The Kaadadjan Centre as a significant point of difference, with a key link to the School priorities for inclusivity and diversity.

PRIORITY 14 – PLACE (SUSTAINABILITY)

Ensuring sustainability of finances, infrastructure and enrolment growth.

PRIORITY 15 – PLACE (SUSTAINABILITY)

Grow the School Foundation both in terms of number of donors and the dollars available for future spending.

PRIORITY 16 – PLACE (SUSTAINABILITY)

Develop an alternative offering in association with the Uniting Church, that caters for diverse student needs not readily catered for on the current school campuses (CARE school).



REFLECTIVE AND CONTINUOUS IMPROVEMENT

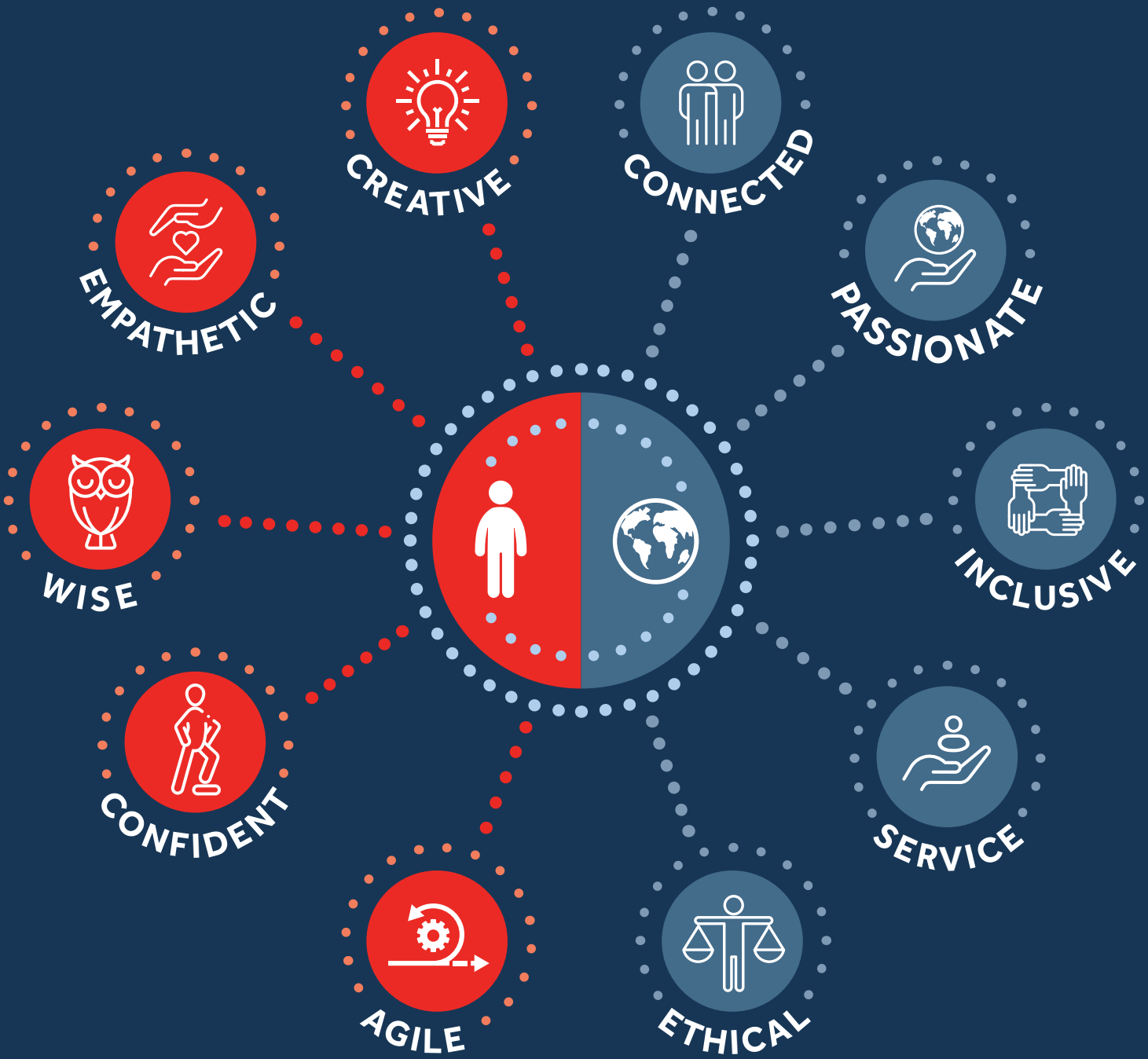
St Stephen's School remains committed to the improvement of teaching and learning through the articulation of the overarching themes and priorities mentioned in this Strategic Plan.

The use of surveys, quantitative data, analysis of results, observations and studies, audits and expert opinion will determine the areas of improvement and outcomes to be achieved.



OUR GRADUATE ATTRIBUTES

The mark of success is reflected in the quality of our graduates.



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