

Guided by Values, Driven by Imagination



STRATEGIC PLAN 2026-29



St Stephen's School

SERVE GOD SERVE ONE ANOTHER



Acknowledgement of Country

St Stephen's School acknowledges the Traditional Custodians of this land. We pay our respects to Elders past, present and emerging and all Aboriginal and Torres Strait Islander peoples.

FROM THE PRINCIPAL

Guided by Values, Driven by Imagination — Strategic Plan 2026-2029

This strategic plan
is both a vision and
an invitation:
to dream boldly, to
serve faithfully and
to work together
with shared hope.

It is with deep gratitude and great anticipation that I present our Strategic Plan for 2026–2029, Guided by Values, Driven by Imagination. This plan reflects who we are as a Christ-centred, student-focused and community-based school of the Uniting Church, and who we aspire to become over the next four years. It embodies the shared hopes of our students, staff, families, and wider community as we commit ourselves to a thriving future grounded in faith and guided by purpose.

Our longstanding values: Faith, Learning, Service, Care and Community, sit at the heart of this plan. They are the foundation of our identity and the compass that shapes our culture. These values invite us into a deeper understanding of Christ's call to compassion, justice, and hope, and challenge us to create a learning environment where every individual is known, valued and inspired.

Our approach to education across our campuses is one of constant refinement. We are committed to pastoral care and student and staff wellbeing and once again our graduates will be our guiding light.

This Strategic Plan is once again dedicated to three themes: People, Purpose and Place.

People

As a student-focused community, we place the growth, wellbeing and flourishing of every learner at the centre of all we do. We are committed to supporting our staff as they continue to nurture young people with professionalism, skill and care. Families and caregivers remain valued partners in this shared journey. Rooted in our Uniting Church ethos, one that honours dignity, inclusivity and relationship, we will continue to cultivate a community bound together by respect, empathy and genuine connection.

Purpose

As a Christ-centred school, we strive to provide an education that nurtures both the heart and the mind. Excellence in teaching and learning remains our core mission. Driven by imagination, we will embrace innovative and future-focused practices that empower students to think critically, act ethically and engage meaningfully with the world around them. Our commitment to lifelong learning reflects our belief that each student is created with unique gifts and the capacity to contribute with purpose, integrity and service.

Place

Our School is more than a physical setting, it is a gathering place for community, worship, learning and belonging. We will continue to develop and enhance our facilities, so they reflect our values and inspire curiosity, creativity and collaboration. Guided by our commitment to environmental stewardship, inclusivity and sustainability, we will shape campuses that support the holistic development of our students and strengthens our sense of community.

This strategic plan is both a vision and an invitation: to dream boldly, to serve faithfully and to work together with shared hope. I am deeply thankful for the trust our community places in us and excited for all we will discover and achieve as we step confidently into the future.

Guided by our values and driven by imagination, we embrace the next chapter of our journey, together.

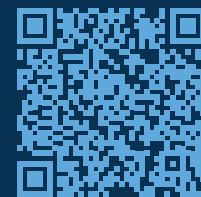
Mrs Donella Beare
Principal

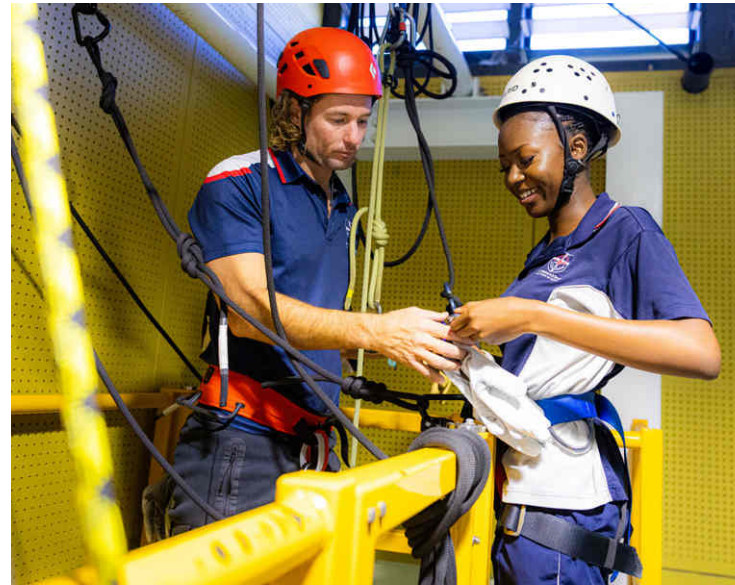
GUIDED BY VALUES, DRIVEN BY IMAGINATION



Our mission to Serve God, Serve One Another is underpinned by five key values – faith, learning, service, care and community. We welcome all who share these values, from all faiths and backgrounds.

Scan the QR code below to take a virtual tour of our St Stephen's School campuses.





OUR MISSION

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

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



SERVICE



CARE



COMMUNITY



CONTEXT AND APPROACH

In formulating this Plan, the School Council and leaders of the School have assessed features of the School's journey to date, including the emerging challenges, trends and opportunities in education and society, likely to be faced in the future.

The School consulted with various groups within our community including students, staff, parents and guardians in the development of this Strategic Plan. The consultation process allowed for face-to-face feedback sessions as well as online feedback in response to a discussion paper and questions pertaining to education and the School's opportunities and challenges.

A review of the Report *"Reimagining education towards 2035-Exploring the opportunities and challenges transforming tomorrow's schools"*, by McCrindle Research Pty Ltd, and the use of the Australian Council for Educational Research's *"School Improvement Tool"*

have been key sources of information in stimulating conversation and discussion and in formulating many of the priorities within this plan.

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.

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



Level 2 – Outcomes

- Students act with clarity of purpose, making ethical and informed decisions grounded in our shared values.
- Our people: students, staff, and families, thrive in a faith-based culture of belonging, collaboration and wellbeing.
- Learning is imaginative, future-focused and equips every student to solve real world challenges with creativity and confidence.
- Our campus evolves as an inspiring, sustainable place that enhances learning, connection, and community.
- Partnerships within and beyond the school strengthen our collective impact and expand opportunities for purposeful, imaginative learning.



Level 3 – Pillars

- Driving an explicit improvement agenda.
- Promoting a culture of learning.
- Targeting school resources.
- Building an expert team: Teaching and Pastoral.
- Building school-community partnerships.
- Develop campuses rich in technology with alignment of campus infrastructure and Purpose.



OUR PURPOSE

PRIORITY 1 – PROMOTING A CULTURE OF LEARNING (PURPOSE FOCUSED)

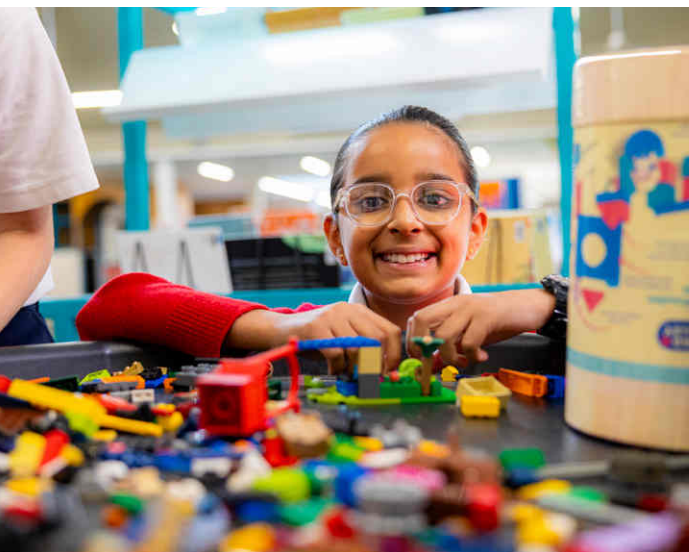
- Know your students and work to implement practical responses to diverse needs.
- Develop School wide understanding of continuous improvement for Staff and students.
- Promote learning that focuses on inquiry, creativity and imagination.
- Strive to build consistent routines that reflect a commitment to excellence.
- Access tools and evidence to drive learning and continuous improvement.

PRIORITY 2 – LEARNING, LIVING AND REFLECTING THE SCHOOL'S VALUES: FAITH, LEARNING, SERVICE, CARE & COMMUNITY

- The School's core values are known across the School community.
- Commitment to the faith life of the School.
- Continue to provide opportunities for staff and students to engage in acts of service.
- Identify new community development.

PRIORITY 3 – MAINTAIN AND ENHANCE A COHERENT K – 12 APPROACH TO TEACHING AND LEARNING

- Continue to intentionally promote connections between Primary and Secondary (Educational & Wellbeing).
- Optimise School facilities, structures and systems to intentionally support inter-age learning and meaningful K-12 interactions.
- Create more opportunities for staff to engage in K-12 Teaching and Learning activities.
- Explore online opportunities for inter-age and cross-curriculum learning.



OUR PEOPLE

PRIORITY 4 – BUILDING AN EXPERT AND FUTURE READY TEAM

- a. Ensure ongoing opportunities for teachers to work together and learn from each other's practice.
- b. Foster reflective practice leading to the continuous improvement of teaching to enhance student learning.
- c. Provide resources for a targeted relaunch of a graduate teaching program.
- d. Build networks to enhance practice.

PRIORITY 5 – INVEST IN PARTNERSHIPS AND EVENTS THAT IMPROVE ENGAGEMENT

- a. Identify and strategically work alongside partners for improved School outcomes.
- b. Continue to grow the School's Foundation to foster community engagement.
- c. Focus on growing the School's alumni connection to improve future engagement.
- d. Explore opportunities for alternative income streams and philanthropic ventures.
- e. Re-designing parent partnerships for enhanced learning outcomes.

PRIORITY 6 – CONTINUE TO EMPHASISE WELLNESS, BELONGING AND A CULTURE OF CARE

- a. Continue to embed wellbeing as a priority for students and staff.
- b. Embed the language of the IGNITE framework across the School, to guide how we understand, support and strengthen student wellbeing in a unified manner.
- c. Continue to use evidence-informed practices in wellness and wellbeing.
- d. Continue building a school-wide culture of care and collective responsibility for all.





PRIORITY 7 – FOCUS ON RECRUITMENT AND RETENTION FOR A CHANGING LANDSCAPE

- a. Flexibility of employment.
- b. Continue to review recruitment processes to attract the best quality applicants.
- c. Establish and implement roles that meet the needs of students in a changing educational landscape.
- d. Build a skilled future-ready workforce by investing in professional learning and leadership development.

PRIORITY 8 – CONTINUE TO DEVELOP OPPORTUNITIES FOR STUDENTS TO GROW THEIR VOICE, AGENCY AND IMAGINATIVE LEARNING VALUES

- a. Continue to encourage student voice, allowing students to actively contribute to their experience at St Stephen's School both in and out of the classroom.
- b. Continue to provide students with learning opportunities that promote inquiry, imagination and creativity (inter and intra school).
- c. Continue to grow a culture where student participation, leadership and contribution are valued and encouraged.
- d. Review models of student leadership across the school (K-12).

PRIORITY 9 – PLACES, INFRASTRUCTURE AND RESOURCES THAT PROMOTES FLEXIBILITY, CREATIVITY AND SAFETY

- a. AI use that reflects best-practice and safe on-line practices.
- b. Undertake a review of the School's Technology Plan and update to reflect a future focussed agenda.
- c. Ensure technology and infrastructure prioritise student safety and wellbeing.
- d. Use technology as a tool for creative problem solving rather than passive thinking, enabling staff and students to be innovative and creative.





OUR PLACE

PRIORITY 10 – SHAPING A FUTURE KAADADJAN CENTRE

- Develop a Kaadadjan Centre growth and use plan (linking to our purpose).
- Establish the Kaadadjan Centre as a space of cultural understanding and learning for staff and students.
- Work towards the re-imagining of Kaadadjan as a Yr 9 distinctive opportunity.
- Promote the Kaadadjan Centre more widely with a focus on nature and education.

PRIORITY 11 – TARGETING SCHOOL RESOURCES/SITE PLAN AND MASTER PLANNING

- Strengthen financial management practices to support long-term sustainability.
- Invest in learning environments that are safe, inclusive and conducive to the diverse learning needs of all.
- Develop a long-term Master Plan.
- Use data and enrolment projections to guide infrastructure development.





REFLECTIVE AND CONTINUOUS IMPROVEMENT

Continuous improvement and reflective practice are essential elements of an effective and future focused school.

They create a culture where excellence is not seen as a fixed standard but as an ongoing commitment to growth. When embedded across teaching and learning, staff development and financial and resource management, these practices ensure that a school remains responsive, adaptive and aligned with its vision.

A strategic plan anchored in continuous improvement and reflective practices positions a school to grow with

purpose, adapt to new challenges, and remain deeply aligned with its mission. These practices ensure that teaching is dynamic, staff are supported and empowered and resources are managed with integrity and foresight. Ultimately, they create a school environment where every decision supports better learning, stronger community and long term sustainability.

OUR GRADUATE ATTRIBUTES

Our graduates carry a deep sense of community. As citizens of the world, they embrace the opportunities before them and with their strength of character, step forward with confidence to meet life's challenges.

The qualities we cultivate in every graduate.



EMPATHETIC



WISE



CONFIDENT



AGILE



CREATIVE



CONNECTED



PASSIONATE



INCLUSIVE



SERVICE



ETHICAL



St Stephen's School

SERVE GOD SERVE ONE ANOTHER

Call **+61 8 9243 2108** or visit **ststephens.wa.edu.au**