## Our People, Culture and Resources

Motivated by our Mission ... we will empower our people ...

Attract and develop the best people

Embed a culture of collective efficacy

## Mission

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

## Destination Statement

We recruit, develop and retain staff who are deeply committed to the School and its Christian mission.

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.

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.

#### Measures

- Employee Engagement Score
- Employee Net Promoter Score
- Rate of Employee Turnover

## Destination Statement

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.

Our rich professional learning community is supported by high quality evidence and coaching resources to inform practice and measure progress.

#### Measures

- Collegiality Score
- Cross Team Cooperation Score
- Participation Score

Deepen authentic Christian leadership

## Destination Statement

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.

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.

We challenge a pervading cultural narrative that focuses on self; instead showing unity in diversity and modelling Christian love and grace towards others.

#### Measures

Christian Leadership Score

### Enhance staff wellbeing

Develop infrastructure that enhances learning

## Destination Statement

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.

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.

#### Measures

- Employee Wellbeing Score
- Rate of Absenteeism

### Destination Statement

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.

We creatively use our city location to access best-in-class facilities for teaching and learning.

Our IT infrastructure and building maintenance is reliable, responsive to teaching and learning needs, well integrated and secure.

#### Measures

- Resource Effectiveness Score
- Helpdesk Clearance Rates

## **Our Practice**

to enrich their practice ...

Outstanding evidence informed teaching

### Build student character and wellbeing

Improve organisational capability

## 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

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

Develop external partnership capacity

## 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



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