



Strategic Improvement Plan

Toward 2027



All Saints
Grammar

Cherish the past
Nurture the present
Enrich the future





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Our vision

To develop a school which empowers and inspires students to be the best version of themselves; To strive for excellence in all that they do; Who appreciate the value of knowledge and education; Inspired global thinkers who use their faith as their moral compass, and in doing so understand the importance of exercising ambassadorship with compassion, courage and justice.

Let us stand well!

Our mission

We are committed to providing a holistic educational experience to students and staff of our school, informed by the principles of Christian Orthodox faith and the rich learning tradition of Hellenic heritage.

We are a school community that fosters an appreciation of the fullness of an ethical life, in an environment that is intellectually rigorous and nurturing, where every person can be the best version of themselves.

We endeavour to guide our students to grow into confident and articulate individuals of strong moral character, who are inquisitive and courageous, ready to contribute positively and responsibly in a globalised world.









Our values

Our values form the foundations of our daily life at school. They guide our approach to teaching and learning and how we treat each other.

Faith

Cultivating a strong moral compass so students live with compassion, integrity and a sense of purpose, and engage with the world through a sense of justice and service.

Excellence

Supporting each student to grow with confidence, embrace challenges, and take pride in their learning and achievements to continually improve.

Respect

Creating a learning environment underpinned by kindness and a willingness to listen to others, as students learn to appreciate different perspectives and contribute to a caring, inclusive community.



Our principles

At All Saints Grammar, we encourage every member of our community to become both a better person and a better learner. Our shared journey focuses on key principles that help us grow in character and knowledge:

Intellectual rigour

Accessing robust and relevant learning experiences.

Character values

Engaging with parents and the broader community to instil in all of us core ethical values.

Emotional balance

Developing a strong sense of our ability to engage with and overcome challenges with confidence, and a positive and self-reflective mindset.

Cultural, social, and spiritual connections

Learning the value of connectedness which provides us with a sense of belonging and enhances our personal identity.









Our Head of School

At All Saints Grammar, learning is at the heart of who we are. We see our school as a centre of excellence where learning is understood to be more than the pursuit of knowledge – it is the shaping of character, nurturing of curiosity, and development of skills that prepare our students for a future full of possibility. Our Strategic Improvement Plan sets out the key focus areas that will strengthen this vision, ensuring every member of our community is supported to thrive.

This plan invites us to deepen our commitment to great teaching and learning, where every student is known, supported and challenged to achieve their personal best. It strengthens our focus on wellbeing, recognising that when students and staff feel safe, valued and connected, they are empowered to flourish. It also sets clear directions for how we build a professional, collaborative team, refine our systems and practices, and prepare facilities that will meet the needs of generations to come.

At its heart, this is about people – students, families, teachers and staff working together with shared purpose. By strengthening leadership, clarifying our direction, and securing the resources we need, we are laying the foundations for a school that not only responds to the challenges of today but is ready for the opportunities of tomorrow.

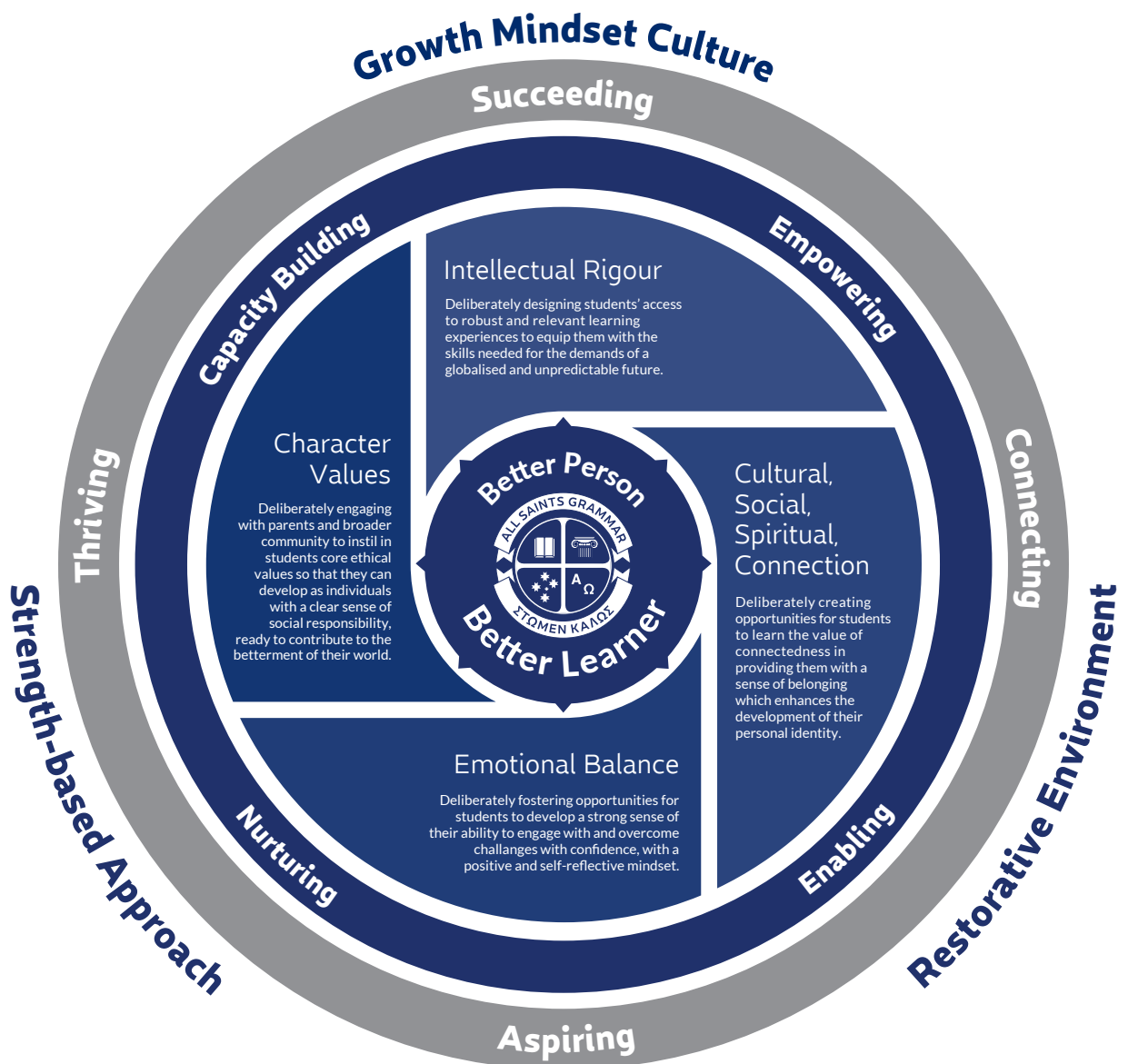
What remains unchanged is the heart of who we are. Our values of Faith, Excellence and Respect continue to inspire us to shape bright minds, kind hearts and bold spirits. With these as our compass, we move forward with confidence, ensuring every student who walks through our gates is given the opportunity to grow into the very best version of themselves.

Our task is not only to educate for today, but to prepare our students to lead with wisdom, courage and compassion in a world yet to be imagined.

Mrs Elfa Lillis
Head of School

Our philosophy

Our philosophy brings together our values, principles and approach in helping each student become a better learner and better person.









Our plan toward 2027

At All Saints Grammar, we believe a successful future is one we shape together through shared values, meaningful learning, and a deep sense of care for every member of our school community. As we look toward 2027, our Strategic Improvement Plan is more than a plan – it's a story of where we're going and how we'll grow together. Each of the following focus areas represents a promise: to nurture every child's learning journey, to support the wellbeing of our people, and to build a school that is strong, sustainable, and ready for the future.

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Shaping bright minds,
kind hearts and bold spirits





Great teaching, successful learners

We will continue to strengthen a team of expert educators who are committed to their own growth and to the success of every student. By deepening our focus on professional learning, we will create even more dynamic learning environments where students are known, supported and challenged to reach their full potential. Our goal is to foster meaningful academic growth for every learner.

How we'll get there

To bring our vision for great teaching and successful learners to life, we've identified key goals that will guide our actions over the coming years. These are the steps we will take to support our educators and create the best learning experiences for every student.

1. Appoint a Deputy Head of School PK-12 to provide leadership and support across all year levels.
2. Engage teachers in professional learning through workshops and collaborative teams, using evidence-based teaching methods that drive student growth.
3. Equip staff to gather and use data effectively to evaluate teaching and learning, and to inform future planning.
4. Recruit and retain passionate, skilled educators, while providing ongoing development opportunities.
5. Enhance student engagement by offering meaningful, relevant learning experiences.
6. Foster a learning environment that encourages students to develop self-regulation and reflection skills to become more effective learners.

How we'll know we're succeeding

We'll know we're making real progress when we see these things happening in our school community:

- a. Our Deputy Head of School PK-12 is in place, leading, inspiring and supporting teaching effectively across all year levels.
- b. Teachers are actively setting their own learning goals and taking ownership of their professional growth.
- c. Parents tell us that their children are being positively challenged by their teachers, not just academically, but across all areas of school life.



Wellbeing for life

We will continue to foster a shared understanding of wellbeing across our school, so that every student and staff member feels safe, supported and connected. By strengthening relationships and building social and emotional skills, we will help our community grow in resilience, respect and care for one another - in the classroom and beyond.

How we'll get there

To build a strong culture of wellbeing, we'll take the following steps to support both students and staff in feeling safe, valued and connected:

1. Appoint a Head of Wellbeing to lead and coordinate wellbeing initiatives across the school.
2. Develop a wellbeing framework that reflects the four key areas of our school philosophy - Intellectual Rigour, Character Values, Emotional Balance, and Cultural, Social and Spiritual Connections.
3. Create a service immersion program that encourages students to practise empathy, compassion and a strong sense of social responsibility.
4. Introduce everyday practices that encourage healthy friendships, respectful relationships and positive interactions across the school.
5. Strengthen the way we respond to bullying and harassment, with clear processes to prevent issues and support students and staff affected.
6. Review staff workloads to ensure a healthy work/life balance and promote staff wellbeing.

How we'll know we're succeeding

We'll know our focus on wellbeing is making a difference when we see:

- a. Strong, positive, trusting relationships across the school, where students and staff feel safe, connected and supported by one another.
- b. Staff maintain a healthy balance between their work and personal lives.
- c. Feedback from surveys shows that students and staff feel positive, supported and are flourishing.



Building a high-functioning team

We will continue to create an environment where high standards of professional practice are expected and supported. This means recruiting and welcoming great people, helping them settle in, and providing ongoing opportunities to grow and succeed. By encouraging both individual and team accountability, we will foster a culture of excellence and actively develop leadership skills to prepare our current and future leaders.

How we'll get there

To build a strong, collaborative and high-performing team, we will:

1. Create clear guidelines for recruitment so that our processes are transparent and consistent.
2. Develop a structured approach to performance reviews and staff feedback.
3. Ensure every new staff member is welcomed and well-prepared through a thorough induction program, including an introduction to our Christian Orthodox ethos and school policies.
4. Recognise and reward high-performing staff who excel in their roles.
5. Establish coaching and mentoring programs to support current Middle Leaders and grow the next generation of school leaders.

How we'll know we're succeeding

We'll know we're creating a thriving staff culture when:

- a. Staff feel supported and valued, resulting in strong teamwork and high staff retention.
- b. Our culture encourages innovation, trust, and professional independence, motivating staff to do their best work.
- c. Leadership capability is growing across the school, supported by a culture that builds confidence, skills and future leaders.



Embracing continuous improvement

We will continue to foster a culture of ongoing growth and improvement across every part of our school. By continuously refining our systems and processes, we aim to make our operations more efficient, effective, and clear - so we can better support our students, staff, and community every day.

How we'll get there

To support a school that runs smoothly and responds well to change, we'll focus on improving the way we work together across teams and systems:

1. Appoint a Head of Educational Operations to oversee and improve the way our school runs.
2. Review our current organisational structure to ensure it supports our goals and day-to-day needs.
3. Create clear, easy-to-use operational manuals to guide staff in their roles.
4. Conduct a thorough audit of our systems, including how we manage and share information.
5. Ensure that systems, processes and role descriptions are clearly defined and understood by all staff.

How we'll know we're succeeding

We'll know our school is running effectively when:

- a. Staff, students and families are familiar with how things work, and systems and processes are used confidently, effectively and consistently.
- b. Teams are equipped to handle challenges, adapt to unexpected situations, and solve problems within their areas of responsibility.



Securing our future

We will develop strong policies and practices to ensure All Saints Grammar remains financially stable and environmentally responsible for the long term. Our goal is to protect our school's future while caring for the planet and community we all share.

How we'll get there

To ensure a strong and sustainable future for All Saints Grammar, we'll take steps to manage our resources wisely – financially, environmentally and strategically.

1. Establish a clear enrolment strategy to support steady, long-term growth.
2. Define a targeted marketing plan, with particular focus on increasing Primary School enrolments.
3. Strengthen financial management by developing clear budget controls, policies and performance indicators.
4. Review and improve our ability to manage long-term debt in a sustainable way.
5. Secure a reliable financial partner or banking relationship to support future planning.
6. Set sustainability targets and initiate special projects, such as installing solar power, to improve our environmental footprint.

How we'll know we're succeeding

We'll know we're building a strong and sustainable school when:

- a. All Saints Grammar is recognised as a responsible and forward-thinking school that cares for the environment and sets a positive example in the community.
- b. The school consistently achieves financial surpluses that allow us to invest in our goals and meet our long-term priorities.



Strengthening leadership and accountability

We will review how our governance structures are working to ensure they meet the needs of All Saints Grammar's next phase of growth. This includes clearly defined roles, responsibilities, and decision-making to support effective leadership and smooth operations.

How we'll get there

To strengthen the way our school is governed, we'll work to define clear roles, improve transparency, and ensure our Board has the knowledge and tools it needs to guide our long-term direction.

1. Clearly define the role and responsibilities of the Board of Directors, distinct from those of the Head of School.
2. Set up a consistent and effective reporting process between the school and the Board outlining what information is shared and how it is to be shared, who is responsible for providing it, and when it is delivered throughout the year.
3. Identify the strengths and areas of expertise of each Board member to ensure the right mix of knowledge and experience supports strong governance.
4. Develop and deliver a structured induction and ongoing training program to support Board members in their role.
5. Seek expert advice on the best governance structure for our future growth and development.

How we'll know we're succeeding

We'll know our school is running effectively when:

- a. The roles and responsibilities of the Board and Head of School are clearly defined and respected.
- b. There is a shared understanding of strategic leadership between the Board and the Head of School, with operational leadership clearly resting with the school's leadership team.
- c. Board members complete regular governance training and are confident in meeting legal, educational, and community expectations.



Planning learning spaces of the future

We will develop and implement a Property and Facilities Masterplan for 2025–2039 that ensures our school's buildings and grounds continue to meet the evolving educational needs of our students. This long-term plan will support a safe, inspiring, and functional environment for learning and growth.

How we'll get there

To ensure our facilities grow with our students and meet the needs of future generations, we'll take a thoughtful, staged approach to planning and development.

1. Conduct a full audit of the school's current buildings, grounds and facilities.
2. Engage a consultant to help explore long-term options and provide expert advice.
3. Develop a detailed, costed Masterplan and seek approval from the Board.
4. Submit the Development Application (DA), obtain Council approval and open the tender process.
5. Begin construction of Stage 1 in 2027.
6. Begin construction of Stage 2 in 2030.

How we'll know we're succeeding

We'll know our infrastructure goals are on track when:

- a. A detailed feasibility study has been completed, exploring all viable long-term property options.
- b. A preferred development plan is approved by the Board.
- c. The school's Masterplan and DA have been submitted and approved by Council.
- d. Construction of Stage 1 is underway, marking the start of the next chapter in campus growth.



Actions, responsibilities and timing

Objective	Owner	Start
Focus 1 Great teaching, successful learners		
1. Appoint a PK-12 Head of Teaching and Learning	Head of School	2025
2. Teachers engage in professional learning	Deputy Head of School PK-12	2025
3. Gather and use data effectively	Deputy Head of School PK-12	2025
4. Recruit and retain skilled educators	Head of School/Leadership Team	2025
5. Enhance student engagement	Deputy Head of School PK-12/ Teaching Staff	2025
6. Encourage student self-regulation and reflection	Deputy Head of School PK-12/ Head of Wellbeing/Teaching Staff	2025
Focus 2 Wellbeing for life		
1. Appoint a Head of Wellbeing	Head of School	2025
2. Develop a wellbeing framework	Head of Wellbeing	2025
3. Create service immersion program	Head of Wellbeing	2025
4. Encourage respectful relationships	Head of Wellbeing	2025
5. Develop processes to prevent bullying and harassment	Head of Wellbeing	2025
6. Promote staff wellbeing	Leadership Team	2025
Focus 3 Building a strong and supportive team		
1. Create guidelines for recruitment	Leadership Team	2025
2. Develop structured performance reviews	Head of School	2025
3. Develop induction program	Leadership Team	2025
4. Reward high-performing staff	Head of School	2025
5. Establish coaching and mentoring programs	Leadership Team	2025
6. Promote staff wellbeing	Leadership Team	2025
Focus 4 Embracing continuous improvement		
1. Appoint a Head of Educational Operations	Head of School	2025
2. Review organisational structure	Head of School	2025
3. Create operational manuals	Head of Educational Operations	2026
4. Audit systems	Business Manager/Leadership Team	2026
5. Define systems, processes and role descriptions	Business Manager	2026
6. Promote staff wellbeing	Leadership Team	2025

Objective	Owner	Start
Focus 5 Securing our future		
1. Establish enrolment strategy	Head of School	2025
2. Develop targeted marketing plan	Head of School	2025
3. Strengthen financial management	Business Manager	2025
4. Manage long-term debt sustainably	Business Manager	2025
5. Secure financial or banking partner	Business Manager	2025
6. Set and initiate sustainability targets	Business Manager	2026
Focus 6 Strengthening leadership and clarity		
1. Define role and purpose of Board of Directors	Head of School/Board of Directors	2025
2. Establish Board reporting process	Head of School/Board of Directors	2025
3. Identify areas of expertise of Board members	Head of School/Board of Directors	2025
4. Develop and deliver structured induction and ongoing training for Board members	Head of School/Board of Directors	2025
5. Seek expert advice on governance structure	Head of School/Board of Directors	2026
6. Promote staff wellbeing	Leadership Team	2025
Focus 7 Planning learning spaces of the future		
1. Audit of capital assets	Business Manager	2025
2. Engage consultant to advise long-term options	Business Manager	2025
3. Develop and approve detailed, costed Masterplan	Business Manager	2025
4. Submit DA and open tender process	Business Manager	2026
5. Begin construction of Stage 1	Business Manager	2027
6. Begin construction of Stage 2	Business Manager	2030



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