



STRONG FOUNDATIONS,

AMAZING FUTURES

Towards 2023 and Beyond





The College Strategic Plan, 'Towards 2023 and Beyond', sets aspirational goals. Like our students, we want to aim high, to seek out new opportunities to look forward and to ensure that PLC remains at the forefront of education for girls in Australia.

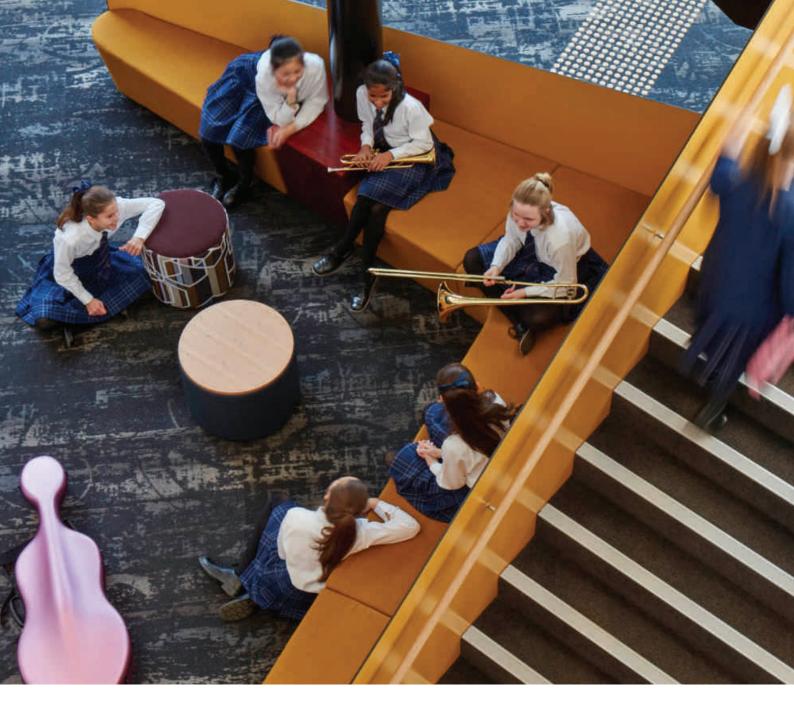
Presbyterian Ladies' College has been nurturing, empowering and educating girls since 1875. As a passionate and internationally-minded community shaped by Christian values, we inspire our girls through a rich and authentic curriculum.

PLC is proud of the academic achievements of our students and the way that they use their education to make a difference in our world as strong, confident, capable young women with a heart for service. We are a school focused on the purposeful and curious pursuit of knowledge and understanding, guided by accomplished staff who have a desire to help girls to be the best they can be.

Our Strategic Plan *Towards 2023 and Beyond*, details our passion for learning excellence, our commitment to innovation and a remarkable energy for the future.

Cheryl Penberthy Principal Russell Walley Chairman of Council





Our Mission

Presbyterian Ladies' College aims to provide strength, breadth, balance and quality of education as a leading Christian independent girls' school in its Australian and international contexts.

Our Motto

'Lex dei vitae lampas' (The law of God is the lamp of life)







Our School

PLC is a leading ELC to Year 12 Christian independent day and boarding school for girls situated in Melbourne, Australia with a focus on the development of the whole person that includes an outstanding academic tradition, an international outlook, and strong pastoral and co-curricular programs. We are a school that places the Christian gospel and its teachings at the heart of our multicultural learning community. We encourage a strong sense of loyalty and belonging, an understanding and appreciation of our environment and an understanding for the complex issues facing our world, including indigenous perspectives.

Founded in 1875, PLC is a school with a distinguished history and a tradition of educating young women of the highest calibre who go on to make a significant contribution in their world. In many ways the educational foundations established in PLC's earliest days are still the foundations of a PLC education today: a love of learning, a broad stimulating curriculum to cater for the diverse needs and interests of our students, a climate of encouragement, respect and self discipline, an encouragement to see the importance of using one's education to make a difference and a strong Christian foundation. PLC has an excellent record of its graduates entering highly esteemed universities and tertiary institutions throughout the world, and for launching young women into worthwhile and rewarding vocations and careers. Many of our graduates go on to become leaders in their field and the communities in which they live and work.

PLC strives to develop articulate and compassionate young women with a heartfelt commitment to service and with the strength of character, confidence, and will to make a difference in the lives of others. We offer a rich and rigorous education of the highest quality, seeking to encourage our students to become critical, independent and highly adaptive thinkers and learners. We provide an extensive co-curricular program, with a focus on music, the creative and performing arts, sport, outdoor education, social work and community action. We have a vision to be a truly 21st century future-focused learning community that is committed to nurturing talent and an international outlook by encouraging the pursuit of passions and excellence, and fostering leadership and service. Our teachers are professional, passionate and highly capable educators who demonstrate the character that they seek to cultivate in their students.

Our Ethos and Values

Statement of Christian Ethos

Since its founding in 1875 as one of Australia's first Independent schools for girls, Presbyterian Ladies' College (PLC) has been guided by its distinctively Christian ethos reflecting the highest values and ideals of humanity. This ethos lies at the heart of PLC's culture, nurtured by members of its community living out its principles and values.

This distinctive ethos is embedded in the College's Constitution¹ which states that one of the aims of the College is to provide for the education of students which is:

"consistent with the teachings of Christianity, including religious instruction and education in the Holy Scripture of the Old and New Testaments interpreted not inconsistently with the Westminster Confession of Faith, the 39 Articles of Religion of the Church of England and the Basis of Union of the Uniting Church in Australia"

Consequently, the Bible (being the Holy Scripture of the Old and New Testaments) is the College's guiding authority regarding character and conduct within the College.

At the heart of the Bible is the good news (or Gospel) of the coming of Jesus Christ. Jesus is the divine Son of God, who humbled himself and by becoming a human, served us by dying sacrificially on the cross in our place. Those who put their faith in Jesus receive the gift of salvation through his death and resurrection. They then receive a restored relationship with God their loving Creator and are empowered to live a life of selfless service modelled on the example of Jesus.

The College is established in connection with the Presbyterian Church of Victoria (PCV)² and as such, continues to enjoy a strong and ongoing association and fellowship with the PCV. The Constitution stipulates the expression of Christian faith and public worship should be in accord with the practices of the PCV in form and substance³. Consequently, to the extent relevant to its purpose, mission and operations, the College references the doctrinal position of the PCV, and papers prepared by its standing committees⁴ as they seek to understand and apply the Bible to various current issues facing society.



¹Constitution: section 3(1)(a) of the Memorandum of Association

²Constitution: section 2 of the Memorandum of Association

³Constitution: sections 3(1)(c) and 5 of the Memorandum of Association

⁴Full copies of these statements and papers are available at PCV website: www.pcv.org.au











In this light, we seek to encourage and affirm the following:

OUR VALUES

THE PLC EDUCATION

THE PLC GRADUATE

Learning that is inspired by faith

We provide a challenging, stimulating and nurturing Christiar environment that is dedicated to the learning and development of the whole person – academic, emotional, social, creative, physical, and spiritual. We encourage our girls to work with others, learn from their mistakes, grow in resilience, and develop strength and courage, enlightened by the law of God, the lamp of life

Scholar: A competent, confident, and engaged woman who takes responsibility for her own learning and actions with an enquiring mind and a respect for other people and cultures.

Thinker: A creative, reflective, and adaptive woman who is a good problem solver, contributes well within teams, and is equipped with the competencies and personal qualities for life and work.

Endeavour that enables the achievement of excellence

We have a steadfast belief in the capacity and capability of women, regardless of talent, ability or background. We encourage our girls to become involved and to give things a go, to persevere, to develop their strengths and capacities, and to achieve their personal best through healthy, balanced and active lives.

Citizen: A thoughtful, kind, and open-minded woman with an informed world view and a well-developed social conscience and sense of justice grounded in the values of the Christian faith.

Influencer: An optimistic, self-aware, and determined woman with a strong sense of gratitude and a passion to best use her education and abilities.

Service that defines leadership

We teach our girls to look beyond themselves, and to develop a compassionate awareness of the needs of others and of the problems and injustices in our world. We encourage them to lead and contribute on the global stage.

Servant: A respectful and compassionate woman of integrity who relates positively and warmly to others, has a practical response to their needs, and is committed to using her education to make her world a better place.

Leader: An articulate, responsible, and confident woman with the will to stand against injustice and to take her place as a leader with grace and integrity.









Our Vision for Our Future

Our consultation with our community in 2018 has made clear to us the fundamental need to articulate a clear vision for the learning of our girls that is attuned to the contemporary requirements for a leading Christian independent girls' school in its Australian and international contexts. In this respect, over the coming five years, we wish to reinforce our traditional commitment to whole learning for the whole woman, based on an appreciation of and pursuit of excellence in the character and competencies of a 21C global citizen.

Our College will use its strengths to articulate and realise outcomes for our graduates based on the character and competencies that they will need to thrive in their future.

We seek to embed a PLC Framework for Education and Wellbeing that emphasises the whole education of the whole woman.

We need to grow the stated and understood character of the school community and its associated culture towards this future in a deliberate, targeted and intentional fashion.

To do this, we will employ a process of iterative research and development that involves the ongoing support of our community, while maintaining our operational soundness, enhancing our relational culture, and strengthening our competitive position.

The leadership and governance capabilities required for this refreshed PLC way will reconcile the traditional and innovative elements that have always existed within our culture, finding common ground to accommodate these two aspects of our ongoing legacy of educational excellence.

At its heart, therefore, the challenge for PLC is to express the balance between yesterday, today and tomorrow in educational terms: "what is best for our girls?" We have the strategic imperative to strengthen the College's mission as the core of a dynamic vision. We will continue to develop new and better ways of connecting this vision to the College's immediate and broader community, fueled by confidence that is grounded in the Christian faith.









Our Purpose

Our guiding purpose over the next five years is to enhance the potential of our girls to take their place in the global community by renewing our framework for learning and wellbeing and providing our community with the support and infrastructure required to work together toward this end.

Our Strategy

Our strategies are to build:

- A strategic vision for learning and wellbeing based on 21st century character and competencies that enhances our culture of aspiration and performance within the community
- The strategic capacity to implement this vision by creating a shared focus on nationally and internationally recognised and supported approaches to learning and a commitment to augmenting our teacher capacity to adopt them
- A mandate to implement our vision by engaging with our community to support our educational future and our educators
- 4. The **conditions for success** for our vision by providing the resources necessary for continued growth and development





Our Goals

A. Framework for Education and Wellbeing

PLC will meet the needs of the school's diverse community for its girls' success in learning and a life of contribution to their world by placing strategic focus on the quality and consistency of learning and wellbeing through a set of desirable graduate outcomes and an educational framework that are clearly aligned to 21st century standards for character and competency. It will do this by:

- 1. Embedding a profile of the PLC graduate as the focus of all educational, wellbeing and associated professional learning activity in the school
- 2. Aligning the co-curriculum with the educational philosophy of the College and respecting student voice and leadership





- **B. Community Engagement and Development**: PLC will deepen its understanding of its wider community by building its relationships with the key sectors of this community and enhancing the school within its desired location and corresponding facilities. It will do this by:
- 1. Embracing the composition of our College community, broadening our enrolment catchment areas, and renewing our facilities accordingly
- 2. Adopting an active approach to enrolment
- **C. Marketing and Communications**: PLC will identify clearly its market position by presenting the narrative of excellence in holistic learning and wellbeing as a leading Christian independent girls' school to its community. It will do this by:
- 1. Locating PLC more strongly in its Australian and international contexts
- 2. Amplifying approaches to marketing and communication and aligning them to the educational philosophy of the College













- **D. Planning, Practice and Culture:** PLC will enhance its strategic efficacy and alignment by augmenting its approaches to planning, practice and culture across teaching, leadership and governance. It will do this by:
- 1. Capturing its strategic intent and documenting its implementation within:
 - A strategic framework defining the ethos, mission, values, culture, vision, and strategic trajectory of the school as a 21C Christian learning community;
- An educational philosophy outlining the school's approach to education and its long-term vision for its future in embodying the strategic framework, especially in relation to its Christian ethos;
- An educational framework that identifies the school's graduate profile, how this is embedded in all student learning and wellbeing activity, how this is supported by staff, and the professional learning approaches to support staff in this, and tools for anticipating, evaluating, and reporting on educational success;
- A people and culture plan that describes the organisational development and professional learning of the school under the strategic framework;
- Governance and leadership charters that provide agreed principles under which the school will be led;
- Strategic project plans managing the key educational and community initiatives that will focus the school's energy on achievement of its intent;
- Operational plans governing daily operations and their interaction with the strategic framework especially with respect to:
 - a. Our Christian Foundation and Focus
 - b. Senior School
 - c. Junior School
 - d. ELC
 - e. Curriculum and Learning
 - f. Student Wellbeing and Development
 - g. Co-curricular Activities
 - h. Boarding
 - i. Information and Communications Technology
 - j. Staffing and Professional Learning
 - k. Finances
 - I. Facilities
 - m. Community Relations, Marketing and Enrolments
- A master facilities plan describing the school's intended approach
 to providing infrastructure, facilities that locate the school's strategic
 framework in physical and virtual spaces;
- Long-term financial planning that details how the school will resource its vision;
- Risk management planning that explains how the school will identify and mitigate risk in its community;
- Advancement plan that describes the school's plan for growth, revenue and community engagement through enrolments, philanthropy, partnerships, and advancement.
- 2. Turning implicit good practice into explicit professional expertise through a professional learning strategy



E. College Profile: PLC will secure its long-term viability by curating its profile and reputation for providing excellence in the holistic learning and wellbeing of its girls and its staff as a leading Christian independent girls' school. It will do this by:

- Establishing and promoting a strategic and educational profile for excellence in the holistic learning and wellbeing of its girls and its staff as a leading Christian independent girls' school
- 2. Becoming a regional leader in the design of explicit programs that support excellence in the holistic learning and wellbeing of its girls and its staff as a leading Christian independent girls' school















Our Strategic Initiatives and Projects

- 1. Develop and implement a PLC Framework for Wellbeing and Learning
 - Articulate the graduate outcomes in the values-based educational philosophy for learning and wellbeing
 - b. Conduct and document pilot programs and elicit exemplars of leading practice and associated resources
 - Develop a plan for the staged roll-out of curriculum programs, pedagogy, character education, pastoral care, assessment and reporting, evaluation, and community engagement
 - d. Develop a staff profile, wellbeing and professional learning plan informed by nationally and internationally recognized approaches and our community needs
 - e. Conduct stage 1 of roll-out
 - f. Conduct stage 2 of roll-out
 - g. Conduct stage 3 of roll-out
 - h. Review Framework and roll-out

2. Develop a PLC Centre for Educational Excellence (CEE),

with a focus on the holistic learning and wellbeing of our girls and our staff as a leading Christian independent girls' school including emphasis on research and development into:

- learning, assessment, and reporting for 21C character and competencies
- student voice, leadership, and service
- staff wellbeing, engagement, and leadership
- whole-College strategic communication and engagement
- Christian faith community
- 3. Review and refine our whole-College approach to evidencebased, collegial, and consultative strategic and operational planning, implementation and professional learning
- 4. Review the co-curriculum for alignment with the College graduate profile, and our values-based educational philosophy
- Review transitions into the senior school and the middle schooling experience









6. Develop a community engagement strategy which involves:

- a shared language and culture
- parent engagement strategies
- engagement with professional associations and organizations, other schools and tertiary
- 150th Celebration
- strategic marketing of the PLC brand of education in multiple catchment areas

7. Implement within the school's master facilities plan initiatives to enhance the built environment to promote healthy relationships and learning, sport and co-curricular activity, outdoor activity, indigenous consultation and perspectives, safety and traffic management solutions

- 8. Review and refine approaches to College Risk Management, Compliance and Policies
- 9. Grow and diversify the College revenue base











