

THE FRIENDS' SCHOOL



# Strategic Plan 2025-2029

**“Live up to the Light thou hast”**

Caroline Fox



The Friends' School community acknowledges Tasmanian First Peoples as the traditional custodians and owners of this island lutruwita / trowunna.

As a learning community, we recognise the value of continuing First Peoples' knowledge and cultural practice, which helps inform our understanding of history, culture and country.

We pay our respects to Elders past and present.

We acknowledge the strength and resilience of all of Tasmania's First Peoples and we walk alongside them, respectfully bearing witness.



*Years 11 and 12 Outdoor Education leadership students on the Pieman River trip in 2024*





# Introduction

Discerned in collaboration with our community, we are delighted to share with you our Strategic Plan for The Friends' School 2025-2029. Over the past year, we have engaged in a process of Appreciative Inquiry to review our current strategic priorities and to develop a new plan for supporting the strategic development of the School in the coming years.

The creation of the new Strategic Plan saw us engage with the broad Friends' School community—staff, students, families, alumni, Association members and Quakers. Through this process we focussed on the **strengths** of the School that have endured over 138 years, and then identified the **opportunities** and **aspirations** given the world of today. Finally we developed detailed plans for enacting those hopes and mapped strategies that would achieve those **results**.

Friends' will continue to offer learning opportunities in innovative ways, including a comprehensive curriculum, enrichment activities,

pastoral care structures and co-curricular programs, all designed to support students' academic and personal growth.

We are proud to be an IB school that supports curriculum choice, our focus on educating the whole person and developing perspectives on the ever-increasing global dimension to our lives.

As a learning community, we know that students learn best when given the opportunity to explore and understand their personal wellbeing. Through the strategic planning process and input received from our community, it is vital that we proactively support and have a renewed focus on wellbeing and mental health for our students and staff. To support this, the School will continually enhance social environments, maintain safe places, and embed proactive practices known to foster positive wellbeing and mental health outcomes.

Friends' was a coeducational school from the very beginning. Then, as now, Friends' students received their education in an environment that provides the best representation of a diverse society. As a Quaker school, we strongly believe that every person is unique, their talents should be nurtured and individualism respected.

Our new Strategic Plan represents the collective aspirations of our community and we are grateful for the many contributions, insights, suggestions and revisions that have emerged through this process. The many eyes, ears, hands and hearts have ensured that our vision and plan honours the wonderful legacy of The Friends' School and is attuned to the emerging needs of our young people in an ever-changing world.

It is our hope that our Strategic Plan will serve as a guide to our community as we continue to provide, in the Quaker tradition, an education that seeks to allow all members of our community to shine their light and make a positive difference in the world.

**Esther Hill**  
Principal

**Craig Stephens**  
Presiding Member,  
The Board of Governors



# Purpose and Concerns

The Friends' School is a coeducational Quaker school based on fundamental values such as the intrinsic worth of each person, the recognition of 'that of God' in everyone, the desirability of simplicity and the need to establish peace and justice.

As a learning community, we are concerned for the academic, cultural, physical, social, emotional and spiritual development of each person in our care.

We seek to help our students develop as people who will think clearly, act with integrity, make decisions for themselves, be sensitive to the needs of others and the environment, be strong in service and hold a global perspective.

We believe that these aims can best be achieved with the active support of all members of our School community.





**The School's foundational goal for all of our students is that they develop into positive, contributing members of society. While it is challenging to know what sort of world they will encounter in the future, what we do know is that the values central to and embedded in the Purpose and Concerns Statement and put into practice on a daily basis, will serve them well throughout their lives.**



The Purpose and Concerns are central to the strategic pillars, which are the key and broad areas of priority that our school will focus on over the next 5 years. They are areas that were collectively identified through the strategic planning process and community engagement.

Within each pillar is an aspirational vision that helps articulate the strategic intent and, as a Quaker school, what we want for our school community. To achieve that vision, we have a set of outcomes that provide the basis for our operational plans and ensuing strategic projects.

As a collaborative community, there is clearly an overlap with strategic pillars supporting, linking and connecting with one another.

# Wellbeing

## Vision

We foster a community where each individual has a strong sense of intrinsic worth, built on belonging, connectedness, and opportunities to let their life speak.

## Outcomes

### Culture of Child Safety

We nurture a culture of child safety, ensuring the protection and wellbeing of all learners.

### Positive Wellbeing Environment

Positive staff and student wellbeing is cultivated through an environment that promotes resilience, holistic health, and support for all.

### Embracing Diversity

Diversity is embraced, valued, and celebrated, fostering an inclusive culture where everyone belongs.

### Positive Relationships

We prioritise the development of skills to build and sustain positive relationships, enhancing the sense of connectedness within our community.

### Safe & Inclusive Work Environment

We create a safe and inclusive work environment that promotes wellbeing, collaboration, and mutual respect for all staff.





# Learning

## Vision

We inspire our community to be adaptable, lifelong learners—curious, hopeful, and committed to seeking truth and deep understanding.

## Outcomes

### Learner Development

All members of our community develop the knowledge, skills, and dispositions to thrive in partnership with families and the broader community.

### Purposeful & Relevant Learning

Learning experiences are meaningful, purposeful, and relevant, fostering critical thinking, creativity, and ethical engagement with local and global contexts.

### Personalised & Inclusive Learning

Learning is personalised, flexible, and responsive.

### Engaging Teaching Practices

Engaging and innovative approaches to teaching and learning cultivate curiosity, motivation, and continuous growth.

### Professional Learning

Our staff grow and develop professionally through a range of opportunities.



# Culture

## Vision

Quaker values and practices are the heart of our culture, guiding our community and shaping our shared journey together.

## Outcomes

### Quaker Presence

A strong and visible Quaker presence permeates all aspects of school life, fostering a community that embodies the values of simplicity, peace, integrity, community, equality and earth care.

### Quaker Values

Quaker values are thoughtfully embedded across all E-12 programs, guiding teaching, learning, and relationships.

### Environmental Stewardship

We implement a strategy for environmental care, focusing on climate action and fostering a regenerative future for our community and the planet.

### Equity & Respect for All Cultures

We are committed to equity and respect for all cultures, embracing global perspectives and advancing reconciliation with First Nations peoples.





# Community

## Vision

We are a united and vibrant community where all members feel a deep sense of belonging, purpose, and connection, grounded in our heritage and focused on our shared future.

## Outcomes

### Community Engagement & Communication

All staff, students, and parents are actively engaged in the School community, fostering connection, a shared sense of purpose, and supported by clear and effective communication.

### Celebrating Heritage & Alumni Connections

We value our heritage and maintain strong connections with our alumni community - past students and families, past staff, volunteers and friends of the School.

### Philanthropy & Service

We foster a culture of philanthropy and service, encouraging contribution to the School and the wellbeing of others across our community.

### Future Community Growth

We nurture a strong community presence that attracts future staff, students, and parents.

### Citizenship

We foster citizenship by building strong connections with Quaker, local and global communities.



# Stewardship

## Vision

We ensure responsible, sustainable, and ethical practices in our governance, leadership, and management, responding to the evolving needs of our community.

## Outcomes

### Governance & Decision-Making

Our governance ensures ethical leadership, compliance, and decision-making, integrating social responsibility and the Quaker values of discernment, constructive dialogue, and unity in all aspects of School operations.

### Financial Sustainability

The School maintains financial stability, balancing opportunities and risks to ensure long-term financial viability and growth.

### Stewardship of Resources

Our buildings, grounds, and facilities are developed and maintained to foster environmental sustainability, support optimal learning and wellbeing, and nurture a strong sense of community.

### Workforce & Organisational Sustainability

Workforce planning and organisational structures are responsive to the current and future needs of the School, ensuring a thriving, inclusive, and adaptable community.

### Risk & Safety Culture

We cultivate a culture of risk-awareness, accountability, and responsiveness, ensuring a safe, inclusive, and resilient environment for all.











***Nemo Sibi Nascitur***  
**No one is born for self alone**

**The Friends' School**

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The artwork featured in this Strategic Plan was created by 2025 Year 7 students including; front cover by Olimpia Falcione and back cover by Miles O'Rafferty

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