

*Big Hearts  
Bright Minds  
Brave Futures*

**Her Best, Her Way:**  
*2026 and Beyond Strategic Plan*



**Walford**



Collaborative artwork created by Sam Gollan and the 2025 Walford RAP Committee.

## *Acknowledgement of Country*

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Walford acknowledges the Kurna people as the first learners, teachers and leaders of the Adelaide Plains, the land on which our school stands. We pay our respect to Kurna Elders past and present, and recognise their enduring wisdom, culture, and connection with Country. We honour the Kurna people's profound traditions of learning from the land, teaching through story, and leading with ancient knowledge, which continue to inspire us today. As a community of learners, we are grateful to walk together in the spirit of reconciliation, respect, and shared stewardship for this Country and its future.



*Walford remains steadfast in its commitment to preparing students to flourish with integrity, compassion and intellectual strength.*



## *A personal and values-driven education for every girl*

Walford is Adelaide's highly personal, high performance E-12 girls' school – a place where every girl is truly known, and where courage, care and academic excellence come together to empower girls and young women. Established in Lydia Adamson's family home in 1893 and shaped by generations of visionary educators, Walford has remained true to its founding ethos: to educate girls with the knowledge, character and confidence to lead lives of meaning and purpose. Described by our community as offering unparalleled attention and care for each girl, Walford is intimate enough for deep connection, while being global in outlook and opportunity. It is a place where girls' voices and aspirations are honoured and where each student co-designs her path.

As we look to 2026 and beyond, the world our students will enter is dynamic, complex and deeply interconnected. The pace of social, technological and environmental change is unprecedented, bringing both challenge and opportunity. Walford remains steadfast in its commitment to preparing students to flourish with integrity, compassion and intellectual strength. In a world that is increasingly digital, disconnected and divided, our ambition is to offer a radically human, exceptionally relational school with excellence at every touch point.

Grounded in our Anglican identity and School values, and building on the achievements of the 2023-2025 Strategic Plan, Walford's next phase will strengthen our balance between excellence and wellbeing, with the aim of growing our community with purpose and ensuring that every girl is supported to achieve *her best, her way*.

This 'Her Best, Her Way: 2026 and Beyond' Strategic Plan has been created, not about and for our community, but with our community. Walford will continue to listen

deeply and lead deliberately, forging its future alongside students, staff, parents, and alumnae.

Investment in authentic community connection, exceptional teaching, personalised learning, courageous leadership, and purposeful growth reflects our current practice and future direction. This Plan provides a framework for strengthening student opportunities, staff capability, innovation, and leadership.

Our three '2026 and Beyond' strategic pillars are underpinned by our commitment to supporting each girl to achieve, be and become *her best, her way*, through an approach to education that is deeply personal:

**Big Hearts:** nurturing compassion, courage and connection.

**Bright Minds:** inspiring intellectual curiosity, creativity and academic excellence.

**Brave Futures:** ensuring Walford remains forward-thinking, sustainable and exemplary in its leadership.

Walford's mission, to develop compassionate and courageous women who live with meaning, purpose and principle, remains central. As we shape our future, Walford's growth will be purposeful and measured, strengthening the close-knit environment that defines us while expanding opportunities for every girl. We will continue to welcome students from families who share our values, while preserving the personalised attention that sets Walford apart, continuing to lead in girls' education as we embolden every student to thrive as a confident learner, an ethical leader, and an agent of change in her world.

**Deborah Netolicky** – Principal

**Peter Hastings** – Chair of the Council of Governors

*What defines a  
Walford education?  
It's personal*

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A Walford education is distinctive because it provides the ideal conditions for girls to succeed, combining its intimate scale with the achievement standards of Australia's top-performing schools.

Here, girls experience genuine belonging and audacious ambition, a balance that shapes confident, compassionate women ready to live, learn, care and lead in their world.

At Walford, excellence is personalised. Every Walford girl is challenged, cared for, and celebrated as she discovers who she is and how she will contribute to the world. Exceptional academic results and leadership in girls' education are matched by a tailored approach that gives each student the courage and confidence to learn and lead in her own way, and on her own path.

Walford is sized for girls' success – small enough to know every girl, and large enough to offer a breadth and depth of academic, co-curricular and leadership experiences. Walford's values-driven education, combined with proven academic success and intimate community, ensure that each girl is seen, supported and stretched, never lost in the crowd or overlooked. Walford has always been a school that closes gender gaps and challenges gender stereotypes. Walford girls are learners, leaders, creators, and changemakers, grounded in friendship and service.



## *Walford is:*

A girls' school, dedicated to empowering girls and young women to learn and lead with intelligence and integrity, where learning is celebrated, participation is normalised, and every girl belongs and believes she can make a difference.

Grounded in our Anglican identity that fosters moral courage, integrity and service.

A connected learning community that offers personalised opportunities, rigorous academics, and real-world purpose.

An inclusive, values-based community of kind-hearted families who care about their daughters' education, engage in the community and work in partnership with the School.

A school that truly listens to each girl and provides genuine platforms for student voice, agency and leadership.



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### *Mission*

To develop compassionate and courageous women who live with meaning, purpose and principle.

### *Vision*

To be a flourishing, connected learning community that enables each student to achieve *her best, her way*.

### *Motto*

*Virtute et Veritate, 'Moral Courage and Truth'*

Since 1917, the School motto, which was developed with student input, has communicated the boldness and strength of the Walford spirit. When Jean Murray, the School's first Prefect, drew the then newly-designed School crest, she wrote beneath it, "To live for truth and courage, and for the right to do and dare." Mabel Jewell Baker, Walford's third Headmistress, transformed this into the Latin motto – *Virtute et Veritate, 'Moral Courage and Truth'*. The 1917 School magazine described this motto as, "The spirit in which all Walford girls are called upon to tackle the problems and difficulties of life, both at school and in the after days."

Walford's motto continues to encourage students to act with courage to face a rapidly changing world, to do what is right rather than what is easy or popular, to discern what is real, and to seek truth.

### *Values*

In 2023, the School undertook a process of ideation and consultation with students and staff to co-design our School values, which are shared by students, staff, families, old scholars, and our broader community.

**Courage:** We are principled people who act with courage, authenticity, and integrity.

**Commitment:** We are determined, hardworking agents of our own learning, committed to achieving our best.

**Community:** We act with respect and compassion, embrace difference, foster inclusion, and contribute to community.

**Growth:** We are curious, open-minded, lifelong learners who see challenges as an opportunity to grow.

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**LISTENING, LEARNING AND LEADING:**  
**Co-designing Walford's next chapter**

*Strategy is a dynamic and agile process that responds to the learning and wellbeing needs of our inclusive, grounded and welcoming community, as well as to the ever-evolving landscapes of education and work.*

Walford is a school that listens deeply, guided by a Council of Governors and Principal that work in true partnership with its community.

**What matters most in a Walford education for the future?**

In 2025, through surveys, workshops, and conversations, this is what we asked our community. A wide cross-section of students, parents, staff and alumnae spoke of exceptional teaching and care, of a sense of belonging and purpose, and of the distinctiveness of a Walford education that supports each girl to be, become and achieve *her best, her way*.

Our strategic planning journey for 2026 and beyond has been shaped by the success of the 2023 -2025 strategic goals, data and dialogue of our community.



**March 2023**  
**School Values Refreshed**

School values co-designed with students and staff across February-March 2023.

**April 2023**  
**2023-2025 Strategic Plan Launched**

Plan launched with pillars of Big Hearts, Bright Minds, Bespoke Pathways, Bold Futures, and the tagline of 'Her Best, Her Way'.

**2023-2025**  
**Delivery of 2023-2025 Strategic Goals**

Projects include facilities upgrades, launch of an all-seasons uniform, review of curriculum programs, new leadership and wellbeing structures, expanded scholarship offerings, extended Her Journey Year 9 Camp, a new brand identity and a new website.  
 Increased community engagement through parent engagement evenings and parent insight meetings.

**April 2025**  
**Community Consultation**

Surveys of students, parents and staff to inform School decision making and future strategic direction.  
 The 2023-2025 strategic pillars resonated, indicating their enduring relevance, and our community told us how they might be refreshed and refined to lead us into the School's next phase.

**June-August 2025**  
**Staff Consultation**

Executive Leadership Team reflection and staff consultation on Strategic Plan and future direction.

**October 2025**  
**Council and Community Consultation**

Council strategic planning sessions and community consultation session.



## What we heard from

### Parents

Parents described Walford as a place where academic excellence meets authentic care—as a school where their daughters are happy, known, challenged, and supported to thrive. Parents' satisfaction with the quality of teaching (87%), the safe, caring, and inclusive environment (86%), and Walford's standard of academic excellence (84%) affirms the deep trust families place in our staff and the pride they feel in Walford's standing as one of South Australia's top-performing schools.

Parents also shared their hopes for Walford's future: strengthened co-curricular opportunities, clearer communication about our identity as an outstanding Anglican girls' school, and greater visibility of how tailored opportunities help every girl pursue her aspirations.

*“We chose Walford so our daughter could be in a safe and caring educational environment, and the School has delivered.”*

*“Walford sets a high bar for academic achievement, and the dedicated teaching staff go above and beyond for their students.”*

*“Walford provides all the tools each girl needs for her authentic future.”*

### Students

Our students value being known, seen, and supported. They describe Walford as a close-knit community where teachers care deeply and students want to learn. They appreciate intentional class sizes that facilitate attention, opportunities for leadership, and the blend of tradition and innovation.

Students told us they want to continue co-designing the Walford experience with them.

*“We want to help shape the future of our School.”*

*“Going to Walford means being part of a tight-knit community that fosters growth and connection. At Walford, others know your story and accept you for who you are.”*

*“Walford creates a healthy and competitive academic environment where it is cool to be smart and to try hard. Students encourage each other to be their best, and it is celebrated. I feel very personally supported by my teachers.”*

*“It really is a sisterhood. You make friends for life.”*

### Staff

Our staff spoke with pride about purposeful, challenging work, and the joy of seeing students thrive. They value the strong sense of collegiality and working alongside supportive peers in a calm environment defined by professional energy and respect. Many noted that effort is recognised and acknowledged, and that genuine care remains a hallmark of the Walford culture.

Staff provided insights into the importance of sustaining the conditions that allow staff to thrive, such as workload, wellbeing, sustained professional growth, collaboration, and recognition.

*“We are a school with friendly, authentic interactions, beautiful grounds, colleagues who show genuine care and look out for each other, and leaders who are approachable and supportive.”*

*“Walford has a positive and productive collegial environment, and conscientious, respectful, well-behaved students.”*

*“Our size is our superpower.”*



## Our Strategic Framework

*The coming years call for schools to prepare students to understand, appreciate and act in the world as lifelong learners, global thinkers and ethical contributors. Walford's strategy focuses on developing every student's capacity to think deeply, act courageously, and care genuinely, enabling her to find purpose and meaning, and to lead with integrity in a changing world.*



### STRATEGIC THREAD:

## Her Best, Her Way

Walford's three strategic pillars are woven together by the thread of our signature 'Her Best, Her Way' approach, grounded in our commitment to honouring each student's uniqueness, agency, and circumstances, and to partnering with families and organisations to offer an education for each student tailored to her aspirations. In a world of changing qualifications, technologies and futures, Walford is a school that knows and grows every student, and prepares her to thrive in her chosen direction.

Walford's focus on personalised opportunities recognises that success looks different for every student, from academic achievement to creative, entrepreneurial and community pursuits. Facilitating 'Her Best, Her Way' is about tailoring and brokering opportunities, enrichment and support so each girl can pursue any field or arena, in a way most suited to her interests, talents, challenges and circumstances. Through innovative programs, partnerships and mentoring, Walford ensures each girl is equipped to navigate her next steps with purpose and confidence.

**STRATEGIC PILLAR:**

# *Big Hearts*

## Close-knit community

### *Why Big Hearts?*

*Big Hearts* reflects our belief that community, connection, and personalised care are the foundations of lasting wellbeing and success: for our local, boarding and international families; our old scholars; our staff; and our wider community. In a time marked by mental health challenges, social pressures and increasing complexity for families and young people, this pillar commits us to building a culture of belonging, compassion, connectedness and diversity.

*Big Hearts* is about leaning into the humanity and relationality of education and schools, to create the conditions for human flourishing. It is about cultivating a culture where every student feels seen, valued, and empowered to contribute. It encompasses our commitment to inclusion and reconciliation, celebrating the many identities, stories, and strengths within our Walford family. It means equipping our students to navigate relationships wisely, engage thoughtfully online, and care actively for others and the world around them.



### *Our Big Hearts strategic intent*

**In nurturing *Big Hearts*, we:**

- Attend to the wellbeing of students, developing their compassion, courage, kindness, respect, and resilience and equipping them to navigate relationships wisely.
- Facilitate a culture of service and positive contribution within and beyond our School.
- Ensure our community is connected through our faith, shared values, and a sense of belonging, celebrating and learning from our diversity to enrich our collective strength.
- Embed care and inclusion in every classroom, co-curricular activity and partnership.

### *Our Big Hearts strategic goals*

Over the coming years, we will bring *Big Hearts* to life through tangible actions that strengthen wellbeing, inclusion, and community connection.

**We will:**

- Celebrate diversity, inclusion and reconciliation by expanding opportunities for families to share their languages, cultures and stories, and by embedding intercultural understanding throughout school life.
- Create high-quality events and shared experiences that deepen belonging, celebrate our community, and inspire positive word of mouth.
- Enhance students' wellbeing and citizenship, equipping girls to navigate their lives with confidence, safety and empathy through courses, partnerships and whole-school initiatives.
- Grow the strength of Walford's family-style Boarding House as Adelaide's Boarding House of choice for girls, and the connection of boarders and their families with the Walford community.

**STRATEGIC PILLAR:**

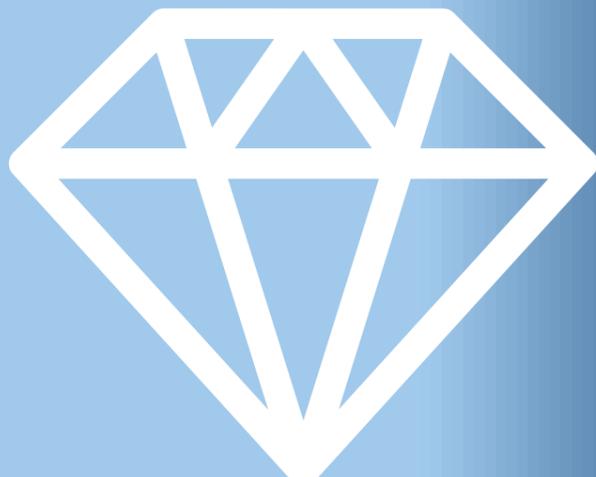
# *Bright Minds*

## Personalised excellence

### *Why Bright Minds?*

Our community values those attributes that have long distinguished a Walford education: strong academic results, outstanding literacy and numeracy standards, broad ranging co-curricular achievements, and girls' often remarkable successes in non-traditional fields. *Bright Minds* reflects our commitment to intellectual curiosity, academic excellence, a high-performance culture, and the pursuit of deep understanding, in a safe environment that maximises the distinctive advantage of an all-girls' education.

*Bright Minds* is about personal and personalised excellence in an evolving world of rapid technological change and shifting post-secondary pathways. This focus is about cultivating learners who think critically, act ethically, and engage creatively with the world. Through *Bright Minds*, we equip students with the knowledge, skills, and confidence to shape their futures, and to use their learning in service of something greater than themselves. It means investing in exceptional teaching, supporting professional growth, and ensuring every learner is challenged, extended, and supported to achieve her best.



### *Our Bright Minds strategic intent*

**In engaging *Bright Minds*, we:**

- Support each individual to achieve excellence in her academic purpose and pathway.
- Prepare students with the skills and capabilities to engage curiously, critically, and creatively, as global citizens and agents of their own lives and learning.
- Cultivate conditions for our staff to be engaged, innovative, and committed to continuous professional growth.
- Leverage technologies and partnerships to connect learning beyond the classroom.

### *Our Bright Minds strategic goals*

Over the coming years, we will bring *Bright Minds* to life through ambitious projects that deepen academic distinction, innovation, and opportunity.

**We will:**

- Expand Walford's signature student pathways, from Reception to Year 12, ensuring each girl has access to a range of programs and tailored opportunities.
- Enhance Arts, STEM and enrichment opportunities through clubs, partnerships and programs that enable students to create, perform and lead.

- Develop explicit opportunities for students' future-readiness by engaging students in future-ready skills and capabilities, and facilitating students' voice and agency.
- Strengthen professional excellence and learning culture, providing staff with quality and personalised professional learning and leadership development opportunities, supported by structures and frameworks that foster continuous improvement, collaboration, and the pursuit of best practice.

**STRATEGIC PILLAR:**

# *Brave Futures*

Future-focused and  
human-centred

## *Why Brave Futures?*

*Brave Futures* captures Walford's vision to be a flourishing, connected learning community, and our commitment to purposeful growth and courageous leadership of and for students, staff, and school.

Through *Brave Futures*, we nurture future-focused thinking, preparing students to lead in the future of work and the future of humanity, with integrity and imagination. We develop staff as leaders, and ensure Walford is a trailblazer in education that looks beyond today. We strengthen governance and sustainability, adapt to the needs of our community, and invest in staff, facilities, and technologies that enable exceptional teaching and learning.



## *Our Brave Futures strategic intent*

### **In building *Brave Futures*, we:**

- Grow our community with purpose, thoughtfully expanding our student body.
- Engage and develop loyal advocates in and beyond the Walford community.
- Focus on principled leadership of and for students, staff and school.
- Strengthen responsible governance, financial sustainability and facilities development for evolving futures.

## *Our Brave Futures strategic goals*

Over the coming years, we will bring *Brave Futures* to life through initiatives that grow ambassadorship, pride, leadership and enrolments, while protecting Walford's distinctive offering as an intimate, high-performance school committed to knowing each girl and her family.

### **We will:**

- Build enduring relationships with students, parents and alumnae that foster advocacy, generosity and pride, strengthening the Walford story and its impact across generations.

- Expand existing leadership programs into a comprehensive leadership and social impact program that connects students with inspiring leaders, mentors and real-world experiences, preparing them to lead lives of meaning, purpose and principle.
- Broaden access to a Walford education through the sustainable expansion of needs-based and merit-based bursaries and scholarships, underpinned by a strong culture of philanthropy and stewardship.
- Strengthen Walford as an employer of choice, by cultivating a workplace culture that prioritises flexibility, support, wellbeing, and a strong sense of belonging and purpose.

## Looking forward

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Walford's 'Her Best, Her Way: 2026 and Beyond' Strategic Plan builds on our proud legacy while embracing the opportunities of tomorrow.

As we look to the future, Walford is poised for steady and purposeful growth that strengthens our community and enriches each girl's experience. Backed by strong governance, dedicated staff, and a clear growth strategy, this next phase will see us expand opportunities while maintaining the intimate scale and personal attention that define Walford. Growth will be carefully paced, community-aligned and values-led, ensuring that every new student strengthens the Walford experience.

This plan will be realised through a series of focused business and operational plans that bring strategy to life, outlining the specific initiatives, projects, timelines, and measures that will advance each strategic pillar. These plans will be regularly reviewed and reported through our annual reporting and review cycle, ensuring accountability, agility, and responsiveness as the educational landscape continues to evolve.

Together, through *Big Hearts*, *Bright Minds* and *Brave Futures*, Walford will continue to be a school that educates not just for success, but for meaning, humanity, and hope.



**Walford Anglican School for Girls**

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# Walford

Her Best, Her Way