



FUTURE DIRECTIONS

Action Plan

Updated 5/12/2019

AIMS

Loxton Lutheran School aims to be a Christian partner with parents as they educate their children in an ever-changing and challenging society.

We aim to provide:

- a quality education which develops students' talents and competencies to their personal best
- a setting where children can be exposed to, hear and respond to God's Word through worship and Christian living
- an education in the Christian faith where students have opportunity to come to know Jesus Christ as their personal Saviour and learn about God's Word and its place in their everyday lives
- a setting in which students can worship and practise Christian living and service
- educational opportunities to all students - whatever their level of need
- an environment in which students can develop self-confidence, optimism, hope and respect for others
- an environment where students experience grace and forgiveness
- opportunities for students to develop their cognitive, social, emotional, physical, creative and spiritual selves within a positive and supportive community
- a foundation for further education and training in terms of knowledge and skills, respect for learning, adaptability, and positive attitudes for life-long education

THE STRATEGIC AREAS OF THE PLAN

1. Faith Life
2. Learning and Teaching
3. Sustainability and Resources
4. Governance and Leadership
5. Community and Wellbeing

AIMS and CORE VALUES

Improve learning and wellbeing outcomes for all students through our Christian lens.

Proactively reinforce the Christian foundations, as well as the Lutheran values, ethos and culture of the school.

Ensure that the Gospel informs all activities of our school.

Authentically live and express our core values of Love, Justice, Compassion, Forgiveness, Service, Courage, Humility, Hope, Quality and Appreciation in our relationships and daily interactions.

Proactively engage with families to help them grow in their understanding of the Christian context of the school.

STRATEGIC AREA 1 : FAITH LIFE

KEY STATEMENTS		ACTION PLAN / RESPONSIBILITY	PROGRESS / OUTCOMES	TIME FRAME	ACCOUNTABILITY
1A	Strive to grow a Christian spirituality that resonates with young people and families in the 21st century while remaining true to our heritage and theology.	<ul style="list-style-type: none"> • Develop Terms of Reference and Role Statements for the Pastoral Care Team • Continue to develop 'Church' at Loxton Lutheran School • Devise an action plan to proactively encourage personal and professional growth of Christian spirituality • Investigate mechanisms for supporting growth of staff in relation to personal formation (including financial support for PD) • Develop a schedule and time-frame for meeting and planning times to implement the Faith Life strategy. • Research what is happening in other Lutheran schools • Relationship with Riverview Rest Home and How Are Welcoming Others to be ongoing agenda items for Pastoral Team 		End T2 2020	Principal
1B	Shape a new paradigm for the mutual connection and engagement with supporting Lutheran congregations.	<ul style="list-style-type: none"> • Take a workshop approach to raise awareness of alternative mechanisms as a basis for shaping a school-congregation model for our context. • Continue to look for opportunities for congregations to participate in the life of the school. 		End T2 2020	Principal and Pastoral Team
1C	Explore opportunities to meaningfully serve and connect with other community organizations, actively learning to follow Jesus' example.	<ul style="list-style-type: none"> • To be a standing item on the agenda of the Pastoral Team 		ongoing	Principal and Pastoral Team
1D	Clarify the role of the school pastor.	<ul style="list-style-type: none"> • Develop a school pastor role statement for our context, using role statements from other Lutheran School's as a guide 		ongoing	Principal
1E	Investigate opportunities to embrace old scholars in the ongoing ministry and mission of the school.	<ul style="list-style-type: none"> • Include on the agenda of the Pastoral Team 		ongoing	Pastoral Team

STRATEGIC AREA 2 : LEARNING AND TEACHING

KEY STATEMENTS	ACTION PLAN / RESPONSIBILITY	PROGRESS / OUTCOMES	TIME FRAME	ACCOUNTABILITY
<p>2A</p> <p>Establish a Leadership Team to oversee and manage</p> <ul style="list-style-type: none"> i. The development of a school vision for learning ii. The optimization of learning opportunities iii. Engagement with outside support services iv. A consistent long-term improvement agenda for student outcomes v. Review and refinement of the reporting process, format and communication to parents vi. Development of an essential agreement for scope and sequence for all learning areas vii. The building of teacher leadership skills and capacity viii. Opportunities for professional collaboration ix. The setting of high standards and expectations of student achievement x. The setting of high standards and expectations of teacher skills and curriculum knowledge xi. Monitoring attainment levels in achievement ensuring early intervention if and when required xii. The effective use of data to inform learning and teaching xiii. The offerings of specialist teaching areas xiv. The place and role of ICT in learning and teaching xv. The effective engagement of parents in the child's learning xvi. Compliance with Australian Curriculum requirements - ongoing xvii. Embedding of the general capabilities and cross-curricular perspectives into the learning and teaching program 	<ul style="list-style-type: none"> • Leadership team to include Principal, Instructional Leader and Mission & Ministry/Student Support Leader, with invitations to specific staff and external literacy coach for additional input as required. • Refer to School Annual Improvement Plan notes for specific details outlining how the Key Statement threads will be actioned - 2020 focus to use the data from 2019 as our baseline data. • Develop a schedule and time frame for meeting and planning times to implement the improvement plan. • Develop a formal schedule for staff Professional Development sessions to support the implementation and monitor progress in attaining the improvement objectives. • Adjust ongoing strategies as required on the basis of progress being made. • Develop an essential agreement and Professional Growth in Action Plan for developing individual staff skills and knowledge. • Develop and implement staff induction process and procedures/time schedules. • Develop Terms of Reference for Leadership Team 		<p>Mostly ongoing</p>	<p>Principal</p> <p>(some delegation to Instructional Leader and Student Support Leader)</p>

	<p>xviii. Opportunities for connection to learning communities across the world</p> <p>xix. Development of points of difference (see also 3C)</p> <p>xx. Review of Standardized testing guidelines and schedule</p>				
2B	<p>Ensure that a high level of ongoing and innovative professional development for all staff is in place (teaching and non-teaching), giving consideration to:</p> <p>i. Individual needs of staff.</p> <p>ii. The ongoing development of contemporary teaching and learning methodologies.</p> <p>iii. Utilizing external professional partnerships</p> <p>iv. Upskilling staff with technology skills at advanced levels.</p> <p>v. Mechanisms for retaining the Lutheran ethos and Christian culture (see 1A)</p> <p>vi. Growing the capacity and skills of all staff as leaders</p> <p>vii. Providing opportunities to progress in their faith journey</p>	<ul style="list-style-type: none"> • Implementation of PGIAP in 2020 • Develop mentor system around PGIAP • Develop tools to measure impact of Professional Learning on staff and students • Ensure that staff are able to participate and access Connect and Equip 		End T1 2020 and then mostly ongoing	Principal
2C	<p>Ensure that processes are in place to effectively monitor staff well-being</p>	<ul style="list-style-type: none"> • Educational Leadership Team to discuss and finalize a process for effective monitoring. • Develop a staff survey to gauge staff wellbeing and an opportunity for regular feedback. PGIAP will also contain an area for this to be addressed. 		End T1 2020 then ongoing	Principal
2D	<p>Ensure that role descriptions are in place for all staff.</p>	<ul style="list-style-type: none"> • Use templates to develop specific statements as required. • Review Role Statements annually 		End T3 2020	Principal
2E	<p>Annually review the workload agreement for staff.</p>	<ul style="list-style-type: none"> • Establish a Consultative Committee and develop Terms of Reference • Provide opportunity for staff to identify concerns and issues to help shape a mutually agreed final statement 		End T4	Principal
2F	<p>Ensure that the fundamentals of <i>Growing Deep</i> are integrated into school culture.</p>	<ul style="list-style-type: none"> • Plan a strategy to support the ongoing embedding of <i>Growing deep</i> in consultation with pastoral and leadership team. 		ongoing	Principal

STRATEGIC AREA 3 : SUSTAINABILITY AND RESOURCES

KEY STATEMENTS		ACTION PLAN / RESPONSIBILITY	PROGRESS / OUTCOMES	TIME FRAME	ACCOUNTABILITY
3A	<p>Develop a school Master Plan, Business Plan and Education Plan for the ongoing provision of facilities, giving consideration for:</p> <ul style="list-style-type: none"> i. Ongoing maintenance of existing facilities ii. Replacement of ageing facilities iii. Development and maintenance of playground areas iv. Provision of new facilities v. Projected space requirements for future intakes vi. Design of spaces to suit 21st century learning methodologies vii. Appropriate classroom furniture and furnishings viii. Costing estimates and time frames for all aspects of the master plan ix. The adequate provision of robust ICT facilities x. Visual appeal of the grounds and facilities xi. Development of outdoor learning areas xii. Parking and traffic flow 	<ul style="list-style-type: none"> • Develop an Education Plan as part of the Master Plan process • Conduct a learning space audit for ongoing requirements based on projected future enrolment numbers • Prioritize facilities requirements • Prioritize upgrade and refurbishment needs • Research current trends in facilities development • Ensure a link to the requirements of contemporary learning and teaching to make sure that classroom space design and refurbishment support the learning methodologies being implemented. • Plan a visitation program to observe effective contemporary learning communities in action. • Plan a facilities strategy to support marketing and enrolment growth initiatives 		Draft Education and Business Plan End T3 2020	Principal
3B	<p>Develop a strategy to ensure that the school remains a school for the people by maintaining fees at an affordable level, always taking into consideration the economic climate across the community.</p>	<ul style="list-style-type: none"> • Ensure links to marketing and promotion plan – see 3E 		End T2 2020	Principal and Business Manager
3C	<p>Analyze and make available to Council, Somerset data that informs financial decisions for the ongoing financial security of the school.</p>	<ul style="list-style-type: none"> • As required, provide Professional Learning for School Board members to better understand Somerset data figures and terminology 		ongoing	Business Manager
3D	<p>Investigate further opportunities for grant funding.</p>	<ul style="list-style-type: none"> • Research grant opportunities • Check in with other Lutheran Schools 		ongoing	Principal
3E	<p>Develop a marketing plan for promotion of the school, giving consideration for:</p>	<ul style="list-style-type: none"> • Marketing and Promotion to be a standing agenda item for Leadership Team Meetings and meetings between Principal and Business Manager 		End T1 2020	Principal

	<ul style="list-style-type: none"> i. ELC as a point of entry ii. “selling” the school for its academic program iii. opportunities for use of social media iv. Our affordability v. Mechanisms for assisting school and ELC families to afford fees vi. Bus services vii. Safe, warm, caring community viii. Effective use of web site ix. Development of possible points of difference x. Connection to old scholars xi. Being not just for Christians xii. Connections with Loxton Pre-school xiii. Opportunities to show-case our school (eg through events like Continental) xiv. Introduction of family days xv. Ways to celebrate learning with the community xvi. Consolidation of the existing catchment area xvii. Connections with other Christian communities xviii. Communications in relation to governance 	<ul style="list-style-type: none"> • Develop strategies to target the ELC entry point - • Proactively attack the issue of affordability – see 3B - • Research successful strategies for marketing that have worked • Look to establish a presence at community events – eg Riverland Field Days • Gather marketing data to inform the future strategy for school marketing – • Prepare a checklist of tasks that are required for ongoing effective marketing and promotion • Use marketing company (Red Hippo) to assist with specific marketing language, tools and strategies. This includes the development and production of the new website, prospectus and social media templates. 			
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STRATEGIC AREA 4 : GOVERNANCE AND LEADERSHIP

KEY STATEMENTS		ACTION PLAN / RESPONSIBILITY	PROGRESS / OUTCOMES	TIME FRAME	ACCOUNTABILITY
4A	Implement a revised Leadership structure.	<ul style="list-style-type: none"> Develop Terms of Reference for Pastoral Team and Leadership Team Ensure development of matching job roles 		End T1 2020	Principal
4B	Proactively engage in succession planning to seek out appropriately skilled and qualified people to serve on School Council.	<ul style="list-style-type: none"> Place on Council agenda Establish a working party to develop guidelines for required skill set and research potential candidates (incorporating soliciting information from and through the congregations. 		End 2019 (for 2020 AGM)	Council Chair and Principal
4C	Implement a program for the ongoing development of School Council members.	<ul style="list-style-type: none"> Work to develop a Council Professional Development Program Schedule regular Governance PD segments in Council meetings across the year. Make provision in the budget to support Council Development for the building of the best possible Governance for the school. 		End T1 2020	Principal and Council Chair
4D	Update the school constitution and transition to new governance arrangements.	<ul style="list-style-type: none"> Ensure momentum continues Establish a clear timeline for approval and implementation 		End T1 2020	Principal and Council Chair
4E	<p>Develop a whole of school risk management strategy giving specific consideration to:</p> <ul style="list-style-type: none"> i. Minimizing the impact of the imminent future loss of the year 7 cohort. ii. Uncertainty of government funding iii. Possible changes to governance structure arising from BLEA GCC dialogue iv. Possible reputational damage through unforeseen events v. Changed and changing competitor dynamics vi. Change management 	<ul style="list-style-type: none"> Establish clearly delineated separation between operation and governance dimensions of the Strategic Plan Seek outside help in facilitating a Risk Management Analysis – eg AISSA LESNW Schedule a workshop to identify the complete spectrum of risks across the school Develop a risk register / matrix Consider the required risk mitigation action 		End T1 2020	Principal and Council Chair
4F	Review the meetings schedules, roles and structure of Council and sub-committee meetings.	<ul style="list-style-type: none"> Revisit actual Council meeting schedule Implement recommendations and findings as required 		End T1 2020	Principal and Council Chair

4G	Ensure the implementation of an ongoing open and collaborative process for shaping the future direction of the school.	<ul style="list-style-type: none"> • Develop a process and time frame for the ongoing process of school improvement consultation and subsequent development of the annual Future Directions document. 		End T1 2020	Principal
4H	Review the viability of ELC operations to optimize enrolment growth opportunities.	<ul style="list-style-type: none"> • Seek feedback from ELC families • Develop strategies to grow the ELC enrolment base and entry point 		ongoing	Principal
4I	Develop guidelines for the future optimum size and class structure of the school to incorporate possible growth opportunities.	<ul style="list-style-type: none"> • Consider current enrolment trends and future projections • Prepare a draft guidelines statement on this operational matter • Present to Council for endorsement 		End T2 2020	Principal
4J	Review mechanisms for ICT data storage, archiving and file sharing.	<ul style="list-style-type: none"> • Seek external advice • Research current practice in other similar schools • Develop and implement a strategy for our context, ensuring link to budget requirements 		End T1 2020	Principal and Business Manager
4K	Ensure that a comprehensive school community data base to record old scholar and previous staff and parent essential contact information is in place.	<ul style="list-style-type: none"> • Investigate the status and format of any current record system • Design and implement a future data base system for our context 		End T1 2020	Principal

STRATEGIC AREA 5 : COMMUNITY AND WELLBEING

KEY STATEMENTS		ACTION PLAN / RESPONSIBILITY	PROGRESS / OUTCOMES	TIME FRAME	ACCOUNTABILITY
5A	Further investigate and develop the mechanism for the support of families in need.	<ul style="list-style-type: none"> To be a standing agenda item for Pastoral Team and Ministry and Care 		ongoing	Pastoral Team
5B	Develop consistent approaches and common language in the management of behavior across the school.	<ul style="list-style-type: none"> Leadership Team to review and refine the existing procedures and processes Leadership Team to investigate schools who have engaged in process of embedding Christian/core values, Lutheran ethos into Life of School. 		End T2 2020	Principal
5C	Ensure ongoing high expectations and standards of uniform.	<ul style="list-style-type: none"> Refer to Leadership Team for consideration and follow up. 		End T1 2020	Principal
5D	Ensure an ongoing strong emphasis on the building of positive relationships between staff and students.	<ul style="list-style-type: none"> Refer to Leadership Team for initial consideration and follow up action 		Ongoing	Principal
5E	Develop guidelines to outline the importance of the role of parents and the home in maximizing the learning outcomes for students.	<ul style="list-style-type: none"> Place on the agenda of Leadership and Pastoral Teams 		ongoing	Principal
5F	Consider opportunities for hearing student voice and review the role of student parliament	<ul style="list-style-type: none"> Refer to Leadership Team Investigate alternative structures for hearing student voice 		Investigate in 2020 for action in 2021	Principal
5G	Investigate further opportunities to ensure that ELC families and staff feel strongly connected to the school.	<ul style="list-style-type: none"> Refer to Leadership Team for ongoing consideration and follow up action 		Ongoing	Principal
5H	Give consideration to the way in which we utilise offers of help from parents, to maximise the improvement of outcomes for students.	<ul style="list-style-type: none"> Jointly refer to Leadership and Pastoral Teams Implement action as required 		ongoing	Principal
5I	Where appropriate, schedule parent education workshops and information sessions with guest speakers as a point of connection.	<ul style="list-style-type: none"> Seek parent feedback in relation to education and wellbeing needs Establish a list of possible options for sessions Develop an annual schedule and time frame for parent education sessions 		ongoing	Principal