



# **FUTURE DIRECTIONS**

## **Action Plan**

## **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	<b>Strive to grow a Christian spirituality that resonates with young people and families in the 21<sup>st</sup> century while remaining true to our heritage and theology.</b>	<ul style="list-style-type: none"> <li>Establish a Pastoral Team which includes, Mission and Ministry Leader and Principal, with an invitation to local pastors for involvement/input</li> <li>Identify the issues associated with connecting with young people and families in the 21<sup>st</sup> Century</li> <li>Specifically refer to 1G as part of the initial discussions</li> <li>Devise an action plan to proactively encourage growth of Christian spirituality</li> <li>Investigate mechanisms for supporting growth of staff in relation to personal formation (including financial support for PD)</li> <li>Develop a schedule and time frame for meeting and planning times to implement the Faith Life strategy.</li> </ul>		End T1 2019	Principal and Pastoral Team Leader
1B	<b>Review the current structure and format of the school worship program.</b>	<ul style="list-style-type: none"> <li>Refer to the Pastoral team for initial discussion and action</li> <li>Research what is happening in other Lutheran schools</li> <li>Schedule a contemporary worship workshop</li> </ul>		End T1 2019	Pastoral Team Leader
1C	<b>Shape a new paradigm for the mutual connection and engagement with supporting Lutheran congregations.</b>	<ul style="list-style-type: none"> <li>Investigate in conjunction with 1A and 1B</li> <li>Take a workshop approach to raise awareness of alternative mechanisms as a basis for shaping a school-congregation model for our context.</li> <li>Consider the mechanism for effective collaboration with congregations</li> </ul>		End 2019	Principal
1D	<b>Further build the relationship with Riverview Rest Home.</b>	<ul style="list-style-type: none"> <li>Include on the agenda of the Pastoral team</li> </ul>		ongoing	Pastoral Team Leader
1E	<b>Explore opportunities to meaningfully serve and connect with other community organizations, actively learning to follow Jesus' example.</b>	<ul style="list-style-type: none"> <li>Include on the agenda of the Pastoral Team</li> </ul>		ongoing	Pastoral Team Leader
1F	<b>Clarify the role of the school pastor.</b>	<ul style="list-style-type: none"> <li>Refer to official LCA and LEA documentation in the first instance</li> <li>Refer to role statements from other Lutheran schools</li> <li>Develop a school pastor role statement for our context</li> </ul>		Initially end of T1 then ongoing	Principal
1G	<b>Establish how the Principal, Pastor, School Chaplain and Mission and Ministry Leader will work together to support Mission and Ministry.</b>	<ul style="list-style-type: none"> <li>Consider in conjunction with 1A and 1F above</li> </ul>		ongoing	Principal

1H	Investigate opportunities to embrace old scholars in the ongoing ministry and mission of the school.	<ul style="list-style-type: none"> <li>• Include on the agenda of the Pastoral Team</li> </ul>		ongoing	Pastoral Team Leader
1I	Ensure that we continue to be an actively welcoming community.	<ul style="list-style-type: none"> <li>• Include on the agenda of the Pastoral team</li> </ul>		ongoing	Pastoral Team Leader
1J	Investigate making use of the St Peter's Stephen Ministry Support Program	<ul style="list-style-type: none"> <li>• Include on the agenda of the Pastoral Team</li> </ul>		End T2	Pastoral Team Leader

## STRATEGIC AREA 2 : LEARNING AND TEACHING

KEY STATEMENTS	ACTION PLAN / RESPONSIBILITY	PROGRESS / OUTCOMES	TIME FRAME	ACCOUNTABILITY
<p><b>2A</b> <b>Establish an Educational Leadership Team to oversee and manage</b></p> <ul style="list-style-type: none"> <li>i. <b>The development of a school vision for learning</b></li> <li>ii. <b>The optimization of learning opportunities</b></li> <li>iii. <b>Engagement with outside support services</b></li> <li>iv. <b>A consistent long-term improvement agenda for student outcomes</b></li> <li>v. <b>Review and refinement of the reporting process, format and communication to parents</b></li> <li>vi. <b>Development of an essential agreement for scope and sequence for all learning areas</b></li> <li>vii. <b>The building of teacher skills and leadership capacity</b></li> <li>viii. <b>Opportunities for professional collaboration</b></li> <li>ix. <b>The setting of high standards and expectations of student achievement</b></li> <li>x. <b>Monitoring attainment levels in achievement ensuring early intervention if and when required.</b></li> <li>xi. <b>The effective use of data to inform learning and teaching</b></li> <li>xii. <b>The offerings of specialist teaching areas</b></li> <li>xiii. <b>The place and role of ICT in learning and teaching</b></li> <li>xiv. <b>A review of the 1-1 device policy</b></li> <li>xv. <b>The effective engagement of parents in the child's learning</b></li> <li>xvi. <b>Compliance with Australian Curriculum requirements</b></li> <li>xvii. <b>Embedding of the general capabilities and cross-curricular perspectives into the learning and teaching program</b></li> <li>xviii. <b>Opportunities for connection to learning communities across the world</b></li> </ul>	<ul style="list-style-type: none"> <li>• Educational Leadership team to include Principal and Instructional Leader with invitations to specific staff and external literacy coach for additional input as required.</li> <li>• Refer to School Annual Improvement Plan notes for specific details outlining how the Key Statement threads will be actioned.</li> <li>• Internally receive anecdotal input and staff feedback in relation to 1-1 devices and referring to current research and best practice, to inform the finalization of a revised policy to be referred to Council for discussion.</li> <li>• Develop a schedule and time frame for meeting and planning times to implement the improvement strategy.</li> <li>• Develop a schedule for staff Professional Development sessions to support the implementation and monitor progress in attaining the improvement objectives.</li> <li>• Adjust ongoing strategies as required on the basis of progress being made.</li> </ul>		<p>Team - End T1</p> <p>Plan Start 2019</p> <p>Mostly ongoing</p>	<p>Principal</p> <p>(some delegation to Instructional Leader)</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> <ul style="list-style-type: none"> <li>i. Individual needs of staff.</li> <li>ii. The ongoing development of contemporary teaching and learning methodologies.</li> <li>iii. Utilizing external professional partnerships</li> <li>iv. Upskilling staff with technology skills at advanced levels.</li> <li>v. Mechanisms for retaining the Lutheran ethos and Christian culture (see 1B)</li> <li>vi. Growing the capacity and skills of all staff as leaders</li> <li>vii. Providing opportunities to progress in their faith journey</li> </ul>	<ul style="list-style-type: none"> <li>• Refer to the Educational Leadership team</li> </ul>		ongoing	Instructional Leader
2C	<p>Ensure that processes are in place to effectively monitor staff well-being</p>	<ul style="list-style-type: none"> <li>• Educational Leadership Team to discuss and finalize a process for effective monitoring.</li> </ul>		End T1 Then ongoing	Principal
2D	<p>Ensure that role descriptions are in place for all staff.</p>	<ul style="list-style-type: none"> <li>• Seek samples of best practices role statements</li> <li>• Develop some templates for the basis of role statements and basic compliance requirements</li> <li>• Use templates to develop specific statements as required.</li> </ul>		Beginning T1	Principal
2E	<p>Annually review the workload agreement for staff.</p>	<ul style="list-style-type: none"> <li>• Refer to Consultative Committee for action</li> <li>• Provide opportunity for staff to identify concerns and issues to help shape a mutually agreed final statement</li> </ul>		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"> <li>• Schedule a joint discussion with Pastoral and Educational teams</li> <li>• Plan a strategy to support the ongoing embedding of Growing deep.</li> </ul>		ongoing	Principal

## STRATEGIC AREA 3 : SUSTAINABILITY AND RESOURCES

KEY STATEMENTS		ACTION PLAN / RESPONSIBILITY	PROGRESS / OUTCOMES	TIME FRAME	ACCOUNTABILITY
3A	<p><b>Develop a school Master Plan for the ongoing provision of facilities, giving consideration for:</b></p> <ul style="list-style-type: none"> <li>i. Ongoing maintenance of existing facilities</li> <li>ii. Replacement of ageing facilities</li> <li>iii. Development and maintenance of playground areas</li> <li>iv. Provision of new facilities</li> <li>v. Projected space requirements for future intakes</li> <li>vi. Design of spaces to suit 21<sup>st</sup> century learning methodologies</li> <li>vii. Appropriate classroom furniture and furnishings</li> <li>viii. Costing estimates and time frames for all aspects of the master plan</li> <li>ix. The adequate provision of robust ICT facilities</li> <li>x. Visual appeal of the grounds and facilities</li> <li>xi. Development of outdoor learning areas</li> <li>xii. Parking and traffic flow</li> </ul>	<ul style="list-style-type: none"> <li>• Investigate the availability of BGA funding of a Master Planning Grant</li> <li>• Conduct a learning space audit for ongoing requirements based on projected future enrolment numbers</li> <li>• Prioritize facilities requirements</li> <li>• Prioritize upgrade and refurbishment needs</li> <li>• Research current trends in facilities development</li> <li>• 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.</li> <li>• Plan a visitation program to observe effective contemporary learning communities in action.</li> <li>• Plan a facilities strategy to support marketing and enrolment growth initiatives</li> <li>• Create possible stages for a Master Plan implementation</li> </ul>		<p>Grant investigation by end T4 2018</p> <p>Draft Master Plan end 2019</p>	Principal
3B	<p><b>Develop a Business Plan and Master Plan to provide for the ongoing maintenance, redevelopment and provision of new facilities.</b></p>	<ul style="list-style-type: none"> <li>• Prepare detailed costing estimates to achieve the Master Plan stages validating the financing of ongoing development.</li> <li>• Ensure strong link to overall Master Plan and learning requirements</li> </ul>		Preliminary work end 2019.	Business Manager
3C	<p><b>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.</b></p>	<ul style="list-style-type: none"> <li>• Consider implementing a fee strategy in the light of revised enrolment and funding estimates.</li> <li>• Ensure links to marketing and promotion plan – see 3G</li> </ul>		End T2 2019	Principal
3D	<p><b>Analyze and make available to Council, Somerset data that informs financial decisions for the ongoing financial security of the school.</b></p>	<ul style="list-style-type: none"> <li>• See 3C above</li> </ul>		ongoing	Business Manager

3E	<b>Implement a revised policy for the management of bad debts and fee remissions.</b>	<ul style="list-style-type: none"> <li>• For initial discussion at Finance Committee\submit revised policy to Council for adoption</li> </ul>		Start of 2019	Principal
3F	<b>Investigate further opportunities for grant funding.</b>	<ul style="list-style-type: none"> <li>• Research grant opportunities</li> <li>• Check in with other Lutheran Schools</li> </ul>		ongoing	Principal
3G	<b>Develop a marketing plan for promotion of the school, giving consideration for:</b> <ol style="list-style-type: none"> <li>i. ELC as a point of entry</li> <li>ii. “selling” the school for its academic program</li> <li>iii. opportunities for use of social media</li> <li>iv. Our affordability</li> <li>v. Mechanisms for assisting school and ELC families to afford fees</li> <li>vi. Bus services</li> <li>vii. Safe, warm, caring community</li> <li>viii. Effective use of web site</li> <li>ix. Development of possible points of difference</li> <li>x. Connection to old scholars</li> <li>xi. Being not just for Christians</li> <li>xii. Connections with Loxton Pre-school</li> <li>xiii. Opportunities to show-case our school (eg through events like Continental)</li> <li>xiv. Introduction of family days</li> <li>xv. Ways to celebrate learning with the community</li> <li>xvi. Consolidation of the existing catchment area</li> <li>xvii. Connections with other Christian communities</li> <li>xviii. Communications in relation to governance</li> </ol>	<ul style="list-style-type: none"> <li>• Seek expressions of interest for being involved with a task force / think-tank</li> <li>• Investigate future possibility of staffing hours to support this arm of school operations</li> <li>• Develop strategies to target the ELC entry point</li> <li>• Proactively attack the issue of affordability – see 3C</li> <li>• Research successful strategies for marketing that have worked.</li> <li>• Look to establish a presence at community events – eg Riverland Field Days</li> <li>• Gather marketing data to inform the future strategy for school marketing.</li> <li>• Prepare a checklist of tasks that are required for ongoing effective marketing and promotion</li> </ul>		End T1 2019	Principal

## STRATEGIC AREA 4 : GOVERNANCE AND LEADERSHIP

KEY STATEMENTS		ACTION PLAN / RESPONSIBILITY	PROGRESS / OUTCOMES	TIME FRAME	ACCOUNTABILITY
4A	<b>Design and implement a fully compliant Positions of Additional Responsibility (PAR) structure.</b>	<ul style="list-style-type: none"> <li>• Check Enterprise Agreement requirements</li> <li>• Assign points in accordance with requirements and to support strategic directions</li> <li>• Ensure budgetary provision for PAR point salary payments</li> </ul>		Start 2019	Principal
4B	<b>Implement a revised Educational Leadership structure.</b>	<ul style="list-style-type: none"> <li>• See 1A and 2A for Pastoral and Educational Leadership intent</li> <li>• Ensure development of matching job roles</li> </ul>		Start 2019	Principal
4C	<b>Proactively engage in succession planning to seek out appropriately skilled and qualified people to serve on School Council.</b>	<ul style="list-style-type: none"> <li>• Place on Council agenda</li> <li>• Establish a working party to develop guidelines for required skill set and research potential candidates (incorporating soliciting information from and through the congregations)</li> <li>• Consider whether the Constitution needs upgrading in relation to Council membership –see 4E</li> </ul>		End 2019 (for 2020 AGM)	Council Chair and Principal
4D	<b>Implement a program for the ongoing development of School Council members.</b>	<ul style="list-style-type: none"> <li>• Work to develop a Council Professional Development Program</li> <li>• Schedule regular Governance PD segments in Council meetings across the year.</li> <li>• Make provision in the budget to support Council Development for the building of the best possible Governance for the school.</li> </ul>		End T1 2019	Principal and Council Chair
4E	<b>Update the school constitution and transition to new governance arrangements.</b>	<ul style="list-style-type: none"> <li>• Ensure momentum continues</li> <li>• Establish a clear timeline for approval and implementation</li> </ul>		End 2019	Principal and Council Chair
4F	<b>Develop a whole of school risk management strategy giving specific consideration to:</b> <ol style="list-style-type: none"> <li>i. <b>Minimizing the impact of the imminent future loss of the year 7 cohort.</b></li> <li>ii. <b>Uncertainty of government funding</b></li> <li>iii. <b>Possible changes to governance structure arising from BLEA GCC dialogue</b></li> <li>iv. <b>Possible reputational damage through unforeseen events</b></li> </ol>	<ul style="list-style-type: none"> <li>• Establish clearly delineated separation between operation and governance dimensions of the Strategic Plan</li> <li>• Seek outside help in facilitating a Risk Management Analysis – eg AISSA LESNW</li> <li>• Schedule a workshop to identify the complete spectrum of risks across the school</li> <li>• Develop a risk register / matrix</li> <li>• Consider the required risk mitigation action</li> </ul>		End 2019	Principal and Council Chair

	<p>v. Changed and changing competitor dynamics</p> <p>vi. Change management</p>				
4G	<p>Review the meetings schedules, roles and structure of Council and sub-committee meetings.</p>	<ul style="list-style-type: none"> <li>Review sub-committees to present outcomes to Council</li> <li>Revisit actual Council meeting schedule</li> <li>Implement recommendations and findings as required</li> </ul>		End T1 2019	Principal and Council Chair
4H	<p>Ensure the implementation of an ongoing open and collaborative process for shaping the future direction of the school.</p>	<ul style="list-style-type: none"> <li>Develop a process and time frame for the ongoing process of school improvement consultation and subsequent development of the annual Future Directions document.</li> </ul>		End T 2 2019	Principal
4I	<p>Review the viability of ELC operations to optimize enrolment growth opportunities.</p>	<ul style="list-style-type: none"> <li>Seek feedback from ELC families</li> <li>Develop strategies to grow the ELC enrolment base and entry point</li> </ul>		End T 2 2019	Principal
4J	<p>Develop guidelines for the future optimum size and class structure of the school to incorporate possible growth opportunities.</p>	<ul style="list-style-type: none"> <li>Consider current enrolment trends and future projections</li> <li>See 3A – Learning space requirements audit</li> <li>Prepare a draft guidelines statement on this operational matter</li> <li>Present to Council for endorsement</li> </ul>		End T 2 2019	Principal
4K	<p>Develop guidelines to monitor progress and outcomes in relation to our strategic intentions.</p>	<ul style="list-style-type: none"> <li>Consider in conjunction with 4H</li> </ul>		Mid 2019	Principal
4L	<p>Review processes and guidelines associated with the mid-year intake.</p>	<ul style="list-style-type: none"> <li>Consider in conjunction with 4J</li> </ul>		Mid T1 2019	Principal
4M	<p>Review mechanisms for ICT data storage, archiving and file sharing.</p>	<ul style="list-style-type: none"> <li>Seek external advice</li> <li>Research current practice in other similar schools</li> <li>Develop and implement a strategy for our context, ensuring link to budget requirements</li> </ul>		End 2018	Principal and Business Manager
4N	<p>Ensure that a comprehensive school community data base to record old scholar and previous staff and parent essential contact information is in place.</p>	<ul style="list-style-type: none"> <li>Investigate the status and format of any current record system</li> <li>Design and implement a future data base system for our context</li> </ul>		End 2019	Principal

## STRATEGIC AREA 5 : COMMUNITY AND WELL-BEING

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"> <li>Refer to the Pastoral Team – see 1A</li> </ul>		ongoing	Pastoral Team Leader
5B	Develop consistent approaches and common language in the management of behavior across the school.	<ul style="list-style-type: none"> <li>Initial discussion by Pastoral team</li> <li>Review and refine the existing procedures and processes</li> <li>Refer to staff meeting for follow up</li> </ul>		End T1 2019	Principal
5C	Ensure ongoing high expectations and standards of uniform.	<ul style="list-style-type: none"> <li>Refer to Pastoral Team for initial consideration and follow up action</li> </ul>		End T1 2019	Principal
5D	Ensure an ongoing strong emphasis on the building of positive relationships between staff and students.	<ul style="list-style-type: none"> <li>Refer to Pastoral Team for initial consideration and follow up action</li> </ul>		Ongoing	Pastoral Team Leader
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"> <li>Refer to Educational and Pastoral Teams</li> </ul>		End T1 2019 then ongoing	Principal
5F	Consider opportunities for hearing student voice and review the role of student parliament	<ul style="list-style-type: none"> <li>Jointly refer to Educational and Pastoral Teams</li> <li>Investigate alternative structures for hearing student voice</li> </ul>		End T1 2019	Principal
5G	Investigate further opportunities to ensure that ELC families and staff feel strongly connected to the school.	<ul style="list-style-type: none"> <li>Refer to Pastoral Team for initial consideration and follow up action</li> </ul>		End T1 2019	Pastoral Team Leader
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"> <li>Jointly refer to Educational and Pastoral Teams</li> <li>Implement action as required</li> </ul>		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"> <li>Seek parent feedback in relation to education and wellbeing needs</li> <li>Establish a list of possible options for sessions</li> <li>Develop a schedule and time frame for parent education sessions.</li> </ul>		ongoing	Principal