



Good Shepherd
Lutheran School
ANGASTON

FUTURE DIRECTIONS

Action Plan

Version 2.0 June 2020

Mission

‘Good Shepherd Lutheran School welcomes with ‘open hearts’ all students to provide a quality education for ‘inquiring minds’ in a value enriched environment which is informed by God’s Word, the Bible’.

Our strategic vision is to be:

- ‘An engaging learning community where partnerships are fostered and relationships flourish.’
- ‘Engaging’: engagement is meaningful, immersed in, there is ownership and active involvement.
- Learning Community’: we are all a part of the learning community; we consider how we learn best. We focus on living and learning as a community.
- Relationships Flourish’: Flourishing relationships are a distinct strength of GSLS. Relationship is core to who we are.

THE STRATEGIC AREAS OF THE PLAN

1. Aims and Core Values
2. Administrative
3. Mission and Ministry
4. Buildings, Grounds and Facilities
5. Staffing and Staff matters
6. Finances and Fund-raising
7. Education -Teaching & Learning
8. Education - Pastoral
9. Marketing and promotions

STRATEGIC AREA 1 : AIMS and CORE VALUES

KEY STATEMENTS		ACTION PLAN / RESPONSIBILITY	PROGRESS / OUTCOMES	TIME FRAME	ACCOUNTABILITY
1A	Ensure that the Gospel continues to inform all activities of our school.	<ul style="list-style-type: none"> • Conduct a self-assessment of current practice • Develop an awareness/education programme through the framework of <i>Growing Deep</i> 		T4 for self-assessment then ongoing	Principal
1B	Proactively reinforce the Christian foundations, Lutheran ethos and culture of the school.	<ul style="list-style-type: none"> • See 1A above • Consider induction processes formal and informal • Audit the written and visual messages of the school • Refer to Wellbeing Subcommittee 		ongoing	Principal
1C	Proactively engage with families to help them grow in their understanding of the Christian context of the school.	<ul style="list-style-type: none"> • Continue with current actions • Keep on Wellbeing subcommittee agenda 		Ongoing	Principal
1D	Proactively work with key operational groups and sub-groups to ensure that “the heart-beat” of the school is fully understood and lived out.	<ul style="list-style-type: none"> • Initially consider with wellbeing subcommittee • Shape a strategy for sharing and monitoring key messages around our ‘who’ and ‘why’. • See 1B 		Ongoing	Principal

STRATEGIC AREA 2 : ADMINISTRATIVE

KEY STATEMENTS		ACTION PLAN / RESPONSIBILITY	PROGRESS / OUTCOMES	TIME FRAME	ACCOUNTABILITY
2A	Continue to encourage the ongoing professional growth and development of Board members. See also 2J	<ul style="list-style-type: none"> Work to develop a Board Professional Development Program Provide feedback to LESNW around provision/design of systemic Governance workshops Develop an induction process to educate Board members in a comprehensive understanding of the new constitution. 		Finalise plan for following yr by end T4.	Board Chair and Principal
2B	Continue to proactively investigate improvements in transport options to encourage potential new enrolments from across our catchment area.	<ul style="list-style-type: none"> Place on Board agenda Survey current families Research catchment area potential usage Shape a strategy 		Ongoing	Board Chair and Principal
2C	Actively monitor projected and potential enrolments, seeking to achieve desired student numbers.	<ul style="list-style-type: none"> Maintain current and projected spreadsheet Use data to inform marketing focal points – See Area 9 		ongoing	Principal and Admin
2D	Ensure the ongoing monitoring of parent satisfaction.	<ul style="list-style-type: none"> Refer to Leadership Team Refine strategy for seeking input esp non Better Schools Survey year 		Data 3inalized from previous yr By End T1	Principal
2E	Proactively encourage ongoing involvement of the parent community in serving the school.	<ul style="list-style-type: none"> Keep on Wellbeing subcommittee agenda Seek input from P&F Plan specific strategy 		ongoing	Principal
2F	Strive to maintain positive relationships between BARLE schools and other educational providers.	<ul style="list-style-type: none"> Ongoing focus on BARLE agenda Regenerate ACE connection Strengthen kindy connection Establish networks with other like schools 		ongoing	Principal
2G	Proactively strive to develop positive relationships between staff and Board members.	<ul style="list-style-type: none"> Place on wellbeing subcommittee agenda Plan events/ functions / opportunities for engagement with each other 		ongoing	Wellbeing Facilitator

2H	Proactively engage in succession planning for the recruitment of appropriately skilled members of School Board.	<ul style="list-style-type: none"> • Place on Board agenda • Principal and Chair to develop guidelines for required skill set and research potential candidates • Consider in conjunction with the new application process and new Constitution. 		End T3 for following year.	Principal and Board Chair
2I	Continue to monitor communication processes and platforms across the school community.	<ul style="list-style-type: none"> • Place on agenda for Leadership Team • Develop a framework for consistent teacher parent communication expectations 		End of term 4 then ongoing	Principal
2J	Continue to develop a risk management strategy for the school. See also 2A	<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 2021	Council Chair and Principal

STRATEGIC AREA 3 : MISSION & MINISTRY

KEY STATEMENTS		ACTION PLAN / RESPONSIBILITY	PROGRESS / OUTCOMES	TIME FRAME	ACCOUNTABILITY
3A	Strive to shape a Christian spirituality that resonates with young people and families in the digital world of the 21 st century.	<ul style="list-style-type: none"> • Plan a schedule of visits to school communities that are doing this well • Place on the wellbeing agenda to discuss • Review the roles of the Angaston and KEVs Pastors in regard to students and families 		By end of Term 1 2021 then ongoing	Principal
3B	Explore ways of promoting the merits of a Christian community in a way that encourages rather than inhibits connection.	<ul style="list-style-type: none"> • Place on Wellbeing Subcommittee agenda 		ongoing	Wellbeing Leader
3C	Strive to further develop the mutual connection and engagement with supporting Lutheran congregations.	<ul style="list-style-type: none"> • Refer to Wellbeing Subcommittee take to GSLS Board • Invite congregational reps to wellbeing meeting to discuss • Shape a future strategy 		By end of term 4 2020 then ongoing	Wellbeing Facilitator

STRATEGIC AREA 4 : BUILDINGS, GROUNDS and FACILITIES

KEY STATEMENTS	ACTION PLAN / RESPONSIBILITY	PROGRESS / OUTCOMES	TIME FRAME	ACCOUNTABILITY
<p>4A Continue to monitor the school Master Plan which incorporates:</p> <ul style="list-style-type: none"> i. Ongoing maintenance of existing facilities ii. Prioritization of development needs iii. ICT infrastructure iv. Replacement / upgrade of ageing facilities v. Potential provision of new facilities including an ELC vi. Development and maintenance of playground areas vii. Projected space requirements for future intakes viii. Design of spaces to suit 21st century learning methodologies ix. Appropriate classroom furniture and furnishings x. Costing estimates and time frames for all aspects of the master plan xi. The adequate provision of robust ICT facilities xii. Visual appeal of the grounds and facilities xiii. Development of outdoor learning areas xiv. Parking and traffic flow xv. Potential future use of our vacant land 	<ul style="list-style-type: none"> • 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 • Create possible stages for the Master Plan implementation 		<p>ongoing</p> <p>(update by end T2 each year)</p>	<p>Principal and Finance Officer</p>
<p>4B Continue to monitor and refine ICT services.</p>	<ul style="list-style-type: none"> • Conduct an audit of current practice / facilities • Identify areas for upgrade • Research what is happening in similar size schools • Prepare a plan to refine our provision as required • Link to budget provisions 		<p>Check each year by end T2.</p>	<p>Principal and Finance Officer</p>

STRATEGIC AREA 5 : STAFFING and STAFF MATTERS

KEY STATEMENTS		ACTION PLAN / RESPONSIBILITY	PROGRESS / OUTCOMES	TIME FRAME	ACCOUNTABILITY
5A	Proactively work to ensure the ongoing high levels of staff morale and general wellbeing.	<ul style="list-style-type: none"> Principal to meet with Chaplain and Wellbeing Leader to discuss and prepare an ongoing strategy 		ongoing	Principal
5B	Ensure maintenance of the school culture through systematic orientation, appropriate recruitment and an ongoing program with staff to reinforce what we have.	<ul style="list-style-type: none"> (Business as usual for the Principal) Prepare a checklist of events / activities / processes Ensure an annual implementation schedule Embed Connect induction module into new staff orientation programme 		ongoing	Principal
5C	Ensure the recruitment of high-quality staff to fit our context when filling vacancies created by staff movement.	<ul style="list-style-type: none"> (Business as usual for the Principal) Ensure all stake holders are educated in the requirements of the EA within this process. 		ongoing	Principal
5D	Continue to work with staff, in encouraging them to be innovative, to find their passion and maintain raised levels of excitement about teaching.	<ul style="list-style-type: none"> Refer to Leadership Team for discussion Plan a schedule for regular 1 on 1 meetings with all staff Communicate clear expectations to staff as a whole Emphasize and support innovation and up to date use of technology in learning 		End T1 each year	Principal

STRATEGIC AREA 6: FINANCES and FUND-RAISING

KEY STATEMENTS		ACTION PLAN / RESPONSIBILITY	PROGRESS / OUTCOMES	TIME FRAME	ACCOUNTABILITY
6A	Continue to maintain an updated business plan that is consistent with the Master Plan.	<ul style="list-style-type: none"> • Continue to develop and monitor the Somerset 10 year model • Progressively prepare master plan costing estimates • Feed data into the spreadsheet • Integrate with future budget projections 		ongoing (update by end T2 each year)	Finance Officer
6B	Continue to work on the issue of the loss of year 7 cohort at the end of 2021, to minimize the impact on school viability.	<ul style="list-style-type: none"> • Compare notes with other local school communities and sectors • Consider in conjunction with Area 9 (re point/s of difference) • See also 4A • See Risk – 2J • Plan and implement strategy 		End 2021	Council Chair and Principal
6C	Investigate options for establishing a support fund and introducing fund-raising appeals, especially tapping into congregations and the old scholar data base – See 9B	<ul style="list-style-type: none"> • Place on Council Agenda • Establish a working party to conduct investigation • Explore details of other successful models • Seek input from congregations • Report to Council • Design and implement a model as appropriate to our context 		End 2021	Council Chair
6D	Review the overall fee structure of the school including an investigation of a fee-spreading option to include the current additional extra charges.	<ul style="list-style-type: none"> • Place on agenda of Finance Committee • Prepare draft costing models • Report to Council with final recommendations 		End T2 2021	Finance Chair

STRATEGIC AREA 7 : EDUCATION – TEACHING & LEARNING

KEY STATEMENTS		ACTION PLAN / RESPONSIBILITY	PROGRESS / OUTCOMES	TIME FRAME	ACCOUNTABILITY
7A	Effective ongoing implementation of the PYP	<ul style="list-style-type: none"> • Ensure adequate resourcing and financial support of PYP is budget priority. • Ensure PYP Coordinator has adequate time and resources to ensure the Action Plan is addressed in a timely and effective manner. • Ongoing professional development is made available to support teachers in their delivery of IB curriculum as identified by coordinator. • All aspects of the programme’s standards and practices are consistently monitored and reviewed in a timely and strategic manner. 			Principal and PYP Coordinator
7B	Ensure that we stay at the forefront of curriculum and teaching by continuing to consider new opportunities and global trends.	<ul style="list-style-type: none"> • Ongoing monitoring of classroom trends and practices – both in our context and in the education world • Principal to discuss ongoing strategies with the Leadership Team • Ongoing communication of vision and expectations to staff • Review of the PYP following the 2021 Evaluation 		End T1 then ongoing	Principal and PYP Coordinator
7C	Continue to monitor the levels of support provided for general classroom support and to assist students with additional needs.	<ul style="list-style-type: none"> • Ongoing monitoring of student data (including specialist assessment, whole school testing and NAPLAN) and in consultation with staff. 		End of term 3 in year preceding (for budget)	
7D	Review the philosophy of and strategy for provision and use of technology to enhance teaching and learning.	<ul style="list-style-type: none"> • Investigate current practice in other contexts • Arrange observation visits • Form a school/community focus group for input • Consider budgetary implications and connection to fees • Shape a plan for our context 		End T2 2021	Principal

STRATEGIC AREA 8 : EDUCATION - PASTORAL

KEY STATEMENTS		ACTION PLAN / RESPONSIBILITY	PROGRESS / OUTCOMES	TIME FRAME	ACCOUNTABILITY
8A	Ensure that our school continues to uphold its reputation of being a highly caring, warm, inclusive community.	<ul style="list-style-type: none"> • Keep on the Wellbeing Subcommittee agenda • Seek further input from the broader school community non BC years with parent satisfaction survey • Continue to focus on ways to enhance what we already do and consider what else we can be doing 		ongoing	Wellbeing Leader
8B	Continue to develop the program to ensure our school remains a safe place for all.	<ul style="list-style-type: none"> • (Business as usual) • Ensure policies are monitored and kept up to date. • Adjust practice as required 		ongoing	Principal
8C	Continue to monitor the embracing of new families and the maintaining and growing of links with current families.	<ul style="list-style-type: none"> • Place on Wellbeing Team agenda • Explore new ideas and opportunities to enhance what we already do • Implement additional strategies as required. 		Check each year by end T1	Wellbeing Leader

STRATEGIC AREA 9: MARKETING and PROMOTIONS

KEY STATEMENTS	ACTION PLAN / RESPONSIBILITY	PROGRESS / OUTCOMES	TIME FRAME	ACCOUNTABILITY
<p>9A Continue to refine the marketing plan with a special focus on enrolment consolidation and growth, giving consideration to:</p> <ul style="list-style-type: none"> i. monitoring the effectiveness of our strategy ii. The quality of the teaching and learning embedded across the school iii. Sensitive promotion of being a Christian (Lutheran) community iv. Promoting the benefits of being part of a small school v. Raises awareness of our location vi. addresses the issue of transport provision / access – see 2B and 2C vii. value for money (what one gets for the fees) viii. marketing of our strengths e.g. small is good ix. exploring the use of different media options x. identifying and developing point/s of difference xi. the value of a world class PYP IB program xii. a boutique business approach xiii. shaping strategies to counter the perceived strengths of competitors. xiv. Involvement in community events and projects xv. Our excellent outdoor learning areas xvi. having mechanisms to counter bad publicity and/or inaccurate perceptions about the school. xvii. Connection to the old scholar / community data base xviii. Maintaining current catchment areas and expanding into new territory. 	<ul style="list-style-type: none"> • Regularly meet with our Marketing consultant • Ensure budgetary provision for consultancy support • Discuss the implications / feasibility of the suggested data • Link to budgetary requirements • Refine the strategy that incorporates the identified threads of thinking in key statement 9A • Ensure actioning of the ongoing marketing program 		<p>(review by end T2 each year)</p>	<p>Principal</p>

9B	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"> • Incorporate responsibility for this area into an Admin role description • Gather together the current paper records of the entire school community data since establishment • Plan for the commissioning of the MAZE module as the platform to electronically record the data • Link MAZE cost to budget • Systematically enter data into MAZE • Link to promotional efforts – see 9A 		End T4 2020	Admin and Principal
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