Strategic Plan 2020-25 – Emmanuel Christian Community School

Our Mission: To provide affordable, Christ-centred education that equips the next generation to know God and serve Him in the community

Our Vision: Changing lives through Christ-centred education

Our Values: Community Compassion Excellence Integrity Prayer Service

Grand Strategy	Defining Characteristics
Stability	• Seek to maintain the current size of the school's operations – understanding some growth in student numbers will still occur as previous years' growth continues to trickle through • Focus on solidifying and improving the school's existing systems and ways of working • Focus on addressing weaknesses, protecting against threats, and improving strengths • Prepare and position the school for future opportunities and growth

Perspectives	Strategic Goals	Strategic Objectives	Measures of Success	Targets - NOTES	Status
Education and Community	1. **Be the school of choice for Christian families seeking Christ-centred education for their children**	Provide students with a quality education of high academic standard whilst helping them to reach spiritual maturity	• Increased enrolments and wait lists for students from Christian families • Teachers are better equipped as Christian Educators	• School has increased capacity with students from Christian families • Higher retention of students from Primary school to Secondary • Completion of Professional Learning for all new staff on Christian Education – the CSA Flourish course • Targeted PL for all other staff • Tracking of new enrolments – data capture of Christian background	Approved
	2. **Provide quality education through the provision of innovative curriculum and programs**	Provide quality education focussed on academic achievement and social, emotional, spiritual, and physical development	• The School's Improvement Plan and Early Years National Quality Standard Quality Improvement Plan demonstrate that innovative and proven teaching methods are maintained in classrooms	• School Improvement Plan and NQS-QIP reviewed annually • Whole school approach to delivery of curriculum in the Primary • Development of the FIT Teaching Model in the Secondary • Regular and targeted Professional Learning for staff • All staff are involved in peer mentoring	Approved
		The quality of student outcomes is regularly and consistently measured, with actions and/or improvements being taken based on the results	• Students improvement results are monitored, recorded and action taken • IEPs are in place for students who are underachieving	• IEPs are in place and monitored for all students who are identified as underachieving • Annual analysis of NAPLAN data, OLNA, PAT and school-based programs • Develop Target plans to address deficiencies	Approved
		Demonstrate an increase in the education outcomes achieved	☐ Increased enrolments and wait lists ☐ Excellent my school rating, comparison OLNA/VET results and NAPLAN ☐ Conducted Community survey results demonstrate an excellent local reputation ☐ The School has an excellent national reputation (NAPLAN results)	• Increased enrolment from previous year. • Improvement in community survey. • improvement in individual students' achievement in state and national testing • NAPLAN results comparable to national averages • Communicate improvement in student achievement via newsletters	Approved

Strategic Plan 2020-25 – Emmanuel Christian Community School

Perspectives	Strategic Goals	Strategic Objectives	Measures of Success	Targets - NOTES	Status
Education and Community (cont.)	**3. Prioritise students' spiritual development**	Develop and/or review the framework for students' spiritual and theological development and growth from Kindergarten through to year twelve	• Discipleship framework developed and implemented • All students able to articulate the gospel (age appropriate)	• Completion of discipleship framework in 2021 (Primary set bible program) • Programs to continue that add strengthen in 2021 • Student Survey • Bible Life Program • Intentional Gospel Challenge • After School Clubs? • Youth Groups? • Scripture Union • Conduct annual surveys Yr. 5-12 regarding Christianity and personal beliefs. • Completed K – 12 Bible Life Course • Gospel Message • Apologetics • Discipleship • All subject teachers to include a Christian Worldview perspective in their programs. • Investigate K-12 Peacewise program • Intentional planning opportunities for children to commit their lives to Jesus. E.g., camps/assemblies • Investigate youth Alpha for discipleship/Friday night youth group.	Approved
	4. Care and welfare for all students	Provide increased high levels of support and care to all students, especially those who are at risk or with English as a second language	• Successful Application for IE funding • Increased spending and staffing as an Additional Language or Dialect (EALD) students/special needs students in high school • Ensure school policies and procedures are in place to support individual student. • Planned transition to A/S • Planned transition for all students from Primary to Secondary. Behaviour Management (effective)	• Increased FTE for support in Secondary and maximising funding of support by improving capture of students with special needs. • Student Welfare policies and procedures in place by end of 2021 • Review policies and procedures related to student wellbeing including Behaviour management plan by end of 2021 • Planned Transition to H/S from Year 6 - transition plan developed including Secondary and Primary staff • Orientation Day 'Handover' planning • Parent involvement to be planned • Effective BMP in place • Effective and consistent Behaviour Management plan in place and publicised. • Increased FTE for Secondary special needs. • Improvement in communication to parents	Approved
	5. Increase the engagement of parents, church, and community	Encourage interaction with parents, the Girrawheen Baptist Church, other churches, and the local community	• The School's profile (it's Vision, Mission and Values) is known and accepted amongst parents, the Girrawheen Baptist Church, other churches and the community • An effective and working Emmanuel Parents and Friends group	• Goals being set out by EP&F, approved by the school, and reviewed at the end of the year. • Arrange Annual meetings/afternoon teas with neighbours and local government and local Churches.	Approved
		Improve communication with our culturally and linguistically diverse community	• Readability of written communications is always considered (easy to read) • Translation of all key communication into multiple languages representative of key language demographics	• Documented evidence to show that all key communication is in multiple languages • Complaints and Grievance Policy and process to be in multiple languages on our website	Approved

Strategic Plan 2020-25 –Emmanuel Christian Community School

Perspectives	Strategic Goals	Strategic Objectives	Measures of Success	Targets - NOTES	Status
		Find new ways to engage with parents with a variety of cultural differences	• An effective and working Emmanuel Parents & Friends • Increased attendance at events	• Specific goal/task set out by EP&F and measure attendance at each event.	Approved
	6. Build greater consistency and transparency in school processes and decisions	Ensure comprehensive documentation of HR processes and responsibilities. Develop and maintain written procedural manuals for internal school policies, guidelines, and processes.	• Comprehensive set of HR procedures and policies in place and being used, covering the duration of staff employment	• Goal of specific number/type HR policies to be created and actioned through the School Business Manager • Create and implement all employment policies and procedures from on-boarding to exit by March 2021	Approved
		Develop a framework that guides the consistent formulation of decisions, particularly decisions not directly supported by existing policies, procedures, or guidelines	• A defined and documented decision-making framework is in place and utilised. • Framework ensures that prayer underpins all decision-making	• Policies and procedures in place to guide decision. Goal of which policies to be created in 2020 and implemented in 2021 • Framework/Flowchart of ECCS decision making process developed by March 2021.	Approved
		Implement an overarching teaching model which promotes consistent practices from K-12 (fit teaching)	• A unified teaching model is agreed, implemented, and practiced across the school (K-12). • IEP's in place for students in need.	• Agreement by Senior Curriculum Leaders and approved by Principal on which teaching model to be used. IEP's in place for required students. • Teaching model – scaffolded explicit Teaching with some Direct Instruction, differentiation checking for understanding. • Values infused • Christian worldview • Gods Big Story. • Differentiated • Personalised • Authentic.	Approved
School Processes and Human Resources	**7. Revitalise our values and strengthen our culture**	Refresh the School's values with an aim to make them simpler, more memorable, and inspiring	• A refreshed set of values have been agreed to by the Board and senior leadership. These values are continually referred to and communicated and understood throughout the School	• Values confirmed by the Board of Governance and communicated and promoted throughout school by Senior Leadership in a variety of forms. • Website • Diaries • Documents • Posters • Marketing	Approved
		Use the values as a foundation to unite the primary and high schools and build a consistent, cohesive, and positive culture. Embed the values throughout the operations of the School	• School develops a plan for uniting and building positive school culture in both primary and high schools based on these values • All staff action plans, and performance Indicators (PIs) are linked to values	• Publicity and Communication action plan in place with SMART goals (Specific, Measurable, Achievable, Relevant and Time-based) linked to Values • Combined Prayer Day • Combined Fund-raising events • Combined ECCS Community Fair • Support for Sporting Carnivals • Staff Reviews measure the values	Approved
	8. Improve management of risk and compliance	Develop a risk register to identify the most significant risks to the School and ensure controls and actions are in place to mitigate them	Risk Register is signed off by the Board and frequently monitored by the Management team	• Risk registered reviewed at every Senior Staff and Board meeting. • Risk Register completed by March 2021 • Whole School Audit completed by March 2021 • Appoint an OHS Officer and Committee & provision of training • OHS and Staff and Student Welfare is a permanent agenda item on all staff meetings.	Approved

Strategic Plan 2020-25 – Emmanuel Christian Community School

Perspectives	Strategic Goals	Strategic Objectives	Measures of Success	Targets - NOTES	Status
	9. Have an effective Human Resources Plan	Have human resource policies which provide equal opportunities with competitive and sustainable remuneration policies	• Develop Human Resource Policies and review for effectiveness • Monitor remuneration and other Human Resource practices against established industry benchmarks	• Set goal for which HR policies to be reviewed/created for 2021. • Consultant to develop policies and Practices by March 2021	Approved
Finance	**10. Ensure adequate provision of financial resources**	Identify and obtain funding that continues and enhances the operating levels for education programs, staffing and resources	• Minimum cashflow is in place at beginning of year to maintain operations and regularly reviewed throughout the year • All ECCS student families are aware of their financial commitments and bad debts are kept within the school's target • Student enrolments are at capacity with wait lists for each school year • Successful application for any applicable grants	• School fee statement to be issued each month. Cash flow reviewed and sufficient as per budget projection.	Approved
	11. Demonstrate good use of finances	Demonstrate that expenditures align and support the School's Mission and Vision	• All financial decisions can be linked to supporting the mission and values • Expenditures are tested against the Mission • Expenditures are linked to the business plan and the ECCS's KPIs	• When making purchases as per policy to have evidence linked to values	Approved
		Ensure the use of finances is transparent, accessible and regularly reviewed by the Board and senior leaders	• Regular reporting of financials to the Board • Finances are accessible by senior leadership and regularly reviewed • Board and senior leadership understand the financials	• Board meetings to include financial reporting	Approved
		Restrain overall expenditure to less than revenue – reduce debt and working toward reducing interest repayments	• Reducing debt over time – total expenditure is generally less than or equal to revenue over time • Reduced interest repayments	• Budget projection has trending for debt to be reduced over 10-year period	Approved
	12. Refine financial planning process	Refine annual financial planning framework to incorporate increased teacher engagement	• Plans and budgets for the following year are developed with staff and locked in by the end of term 3	• Ensure timelines are met for budgets	Approved
Interaction and Growth	**13. Develop and maintain an aligned church, governance, and leadership team**	Have shared vision and practice between leadership, management, and governance, with clear goals and strategies that are known by all staff, teachers, and Board members	• Have a clear strategic plan in place • Have an agreed list of KPI's which align with the Strategic Plan • Review and re-draft school foundational documents (as appropriate) for approval i.e., ECCS Constitution and Governance Handbook • Board communicates effectively through the Principal to the Teachers or directly through the Chair • Principal reports to the Board. • Regular updates and communication through the Principal Board reports, and Board update to staff through the Principal.	• Strategic plan is linked to 90day plan each term to track progress. • Constitution and Governance Review planned for 2021 • 8 or 9 scheduled Board meetings per year. • Regular Meetings and Communication between the Board Chair and Principal	Approved

Strategic Plan 2020-25 –Emmanuel Christian Community School

Perspectives	Strategic Goals	Strategic Objectives	Measures of Success	Targets - NOTES	Status
Interaction and Growth (cont.)		Improved accountability in between leadership and governance	• The Board receives all relevant operational reports a week prior to its meetings and progress of Board directives	• Ensure that reports are received by the Board a week before and loaded into teams. • Proforma of Principals Board report to be developed with progress of Board directives included.	Approved
		Improved communication and consultation regarding changes	• Change management framework is developed which incorporates consultation and collaboration in the change management process • Communication plan is part of all change management plans	• Flow chart of communication and management process is created in 2021	Approved
		Positive interaction and communication with founding church, Girrawheen Baptist Church	• The Church will be fully informed of School operational changes and outcomes that may interest the Church or have any major impact on the spiritual life and character of the School.	• Church Board members report to Church, as necessary. • Board meetings are held regularly.	Approved
	14. Consistently develop teachers and staff	Implement a structured, planned and systematic ongoing professional learning program for teachers and staff, organised and tracked via a learning management system	• Skills gap assessment undertaken • Professional development course and programs are available and taken	• Skill gap reviewed in annual staff review and address in Professional Development/Learning. **Primary School** • In house targeted PL every term • Records of PL attendance **High school** • In house PL provided • Teachers attend PL offsite e.g., AISWA • Records of PL attendance • Annual staff review by peers, and line managers • Annual Personal Development plan for all Educators	Approved
		Implement peer observation and review to develop and improve our teaching practices	• Provision of recorded instances of peer observation • Demonstration feedback is driving improved performance (e.g., staff surveys reporting self/colleague's improvement)	• Keep records of peer observation proforma on personnel file • Records of achievement of personal goals kept.	Approved
		Develop staff and teacher mentoring program and practices	• Mentoring program in place • Reports from mentors • Benefits of mentoring program can be demonstrated	• All new teachers assigned a mentor • Mentors have regular meetings with teachers (2 per term)	Approved
	15. Promote teacher and staff wellbeing	Provide care and support for teacher and staff health and wellness	• Ongoing staff wellness initiatives are in place and being utilised (e.g. Employee Assistance Program, flu vaccinations)	• Monitor percentage of staff uptake year on year. • Staff Wellbeing a permanent agenda point on all staff meetings	Approved
		Encourage and monitor staff spiritual growth and maturity	• Prior to employment in-depth interviews with staff and appropriate church leader are taking place about their testimony and faith journey • Development of spiritual growth and maturity policy and procedure for all teachers and staff	• Review to occur as part of the annual staff review.	Approved

Strategic Plan 2020-25 –Emmanuel Christian Community School

Perspectives	Strategic Goals	Strategic Objectives	Measures of Success	Targets - NOTES	Status
Interaction and Growth (cont.)	**16.Regularly recognise positive performance**	Introduce clear Performance Initiators (PI's) for all staff and portfolios aligned to strategic and business plan and ensure performance conversations and reviews are occurring. Consistently manage and positively influence teacher and staff performance.	• Annual Staff Reviews carried out. • A culture of growth and improvement of performance is established and maintained	• All Staff Reviews that become Performance Reviews to be actioned by the end of Term 3 of each year. • All probationary staff to be Reviewed in the first six months. • All Senior Leadership involved in promoting staff improvement in meetings and the language they use. • An environment of continuous improvement is promoted	Approved
		Develop and implement regular teacher and staff recognition for positive performance (e.g., achieving goals and/or demonstration the School's values).	• Positive performance is recognised through a structured and regular recognition system or program.	• Nomination of recognition at staff meetings and end of term meetings a formal recognition program to be developed in 2021 by the Senior Leadership Team	Approved