





CROSSWAYS
LUTHERAN SCHOOL

“Working Together
Toward a Brighter Future”

Crossways Strategic Plan 2019 - 2021

 Francois Pienaar / Principal
 fpienaar@crossways.sa.edu.au

Focus 1: Lutheran Ethos and Spiritual Integration

Strategic Priority	Persons Responsible	Objectives	Time Frame	Potential Outcomes	Approx. Costing
1.1 Christian value and behaviour	Principal – Spiritual Leader All staff Staff & School Council Principal, Finance Officer & Admin staff	<ul style="list-style-type: none"> Communicating God’s love, forgiveness, and Grace e.g. daily devotions, chapel and staff worship. Employ and retain staff with Christian values that align with our Lutheran Ethos New Staff - Equip journey Inclusion of Christian perspective throughout school policies and their implementation Integrate Christian Biblical Faith of Jesus as Saviour and Lord into all aspects of curriculum and school life Establish a Chapel band Ongoing encouragement to all staff to attend 5th Sunday services at school Chaplain/ Counsellor role – P&D training – improvement – Shadowing Ps at Navigator College 	2019 -2019 2019 - 2021 Ongoing Ongoing 2018 - 2020 TBA	<ul style="list-style-type: none"> *Increased imbedded Lutheran Ethos *Increased staff involvement in church services at school *Staff accredited to teach CS *Chapel band & Choir - improved worship by students *Chaplain/ Counsellor support – students and staff 	
1.2 Enhance Spiritual Growth	Principal All staff LSA training staff	<ul style="list-style-type: none"> Principal Retreat Cultivate a spirit of service in our school community (staff, students and parents) – Lutheran Ethos Accreditation to teach in a Lutheran School – Equip training – new teachers Time allocated to spiritual growth and reflection Growing Deep & Earth Charter implementation 	2019 Ongoing 2019 - 2020 Ongoing	<ul style="list-style-type: none"> *Accreditation of all staff – Equip *All staff to participate in Spiritual Encouragement 	
1.3 Wellbeing - Whole School Community	All Staff	<ul style="list-style-type: none"> Whole school approach to improve wellbeing: Positive Psychology and other wellbeing programs Students Wellbeing Programs – LOUD, No More 	Ongoing	<ul style="list-style-type: none"> *Implementation of wellbeing programs – Positive Psychology - Inviting outside agencies 	

Focus 2: Curriculum - Teaching and Learning
(Professional Development and Curriculum Delivery)

Strategic Priority	Persons Responsible	Objectives	Time Frame	Potential Outcomes	Approx. Costing
2.1 Continuous Curriculum Improvement	Principal and Leadership Team SA Country Arts TAFE AISSA Navigator College	<ul style="list-style-type: none"> • Early Learning Centre – opening & start. Implementing EYLF - Reggio Emilia • Planning and developing integrated units of work to cover new National Curriculum subjects: Digital Technologies R - 10 • Pedagogy that reflects and includes strategies for student differentiation • Curriculum developments: <ul style="list-style-type: none"> - Technology, ICT, Digital Technology and Food Tech • Staff Professional Development – electives/ Curriculum - aligning with AISTL goals • Staff Appraisal – AITSL Standards – graduate and Proficient Teachers. Goal setting and Self-Assessment needs to be completed for teachers appraisal • Personal Learning Plan – Teachers and LSO’s • More Performances to invite – Literature/ wellbeing • Athletics Program R – 10 • Electives for 8-10 (choice subject/ semester) 	<p>2019 - 2021</p> <p>2019 - 2021</p> <p>Continuous</p> <p>2018 - 2021</p> <p>2019</p> <p>Ongoing</p> <p>2019 – 2021</p> <p>2018 – 2019 2020</p>	<p>*Improved Curriculum delivery</p> <p>*New subjects for M/S – electives – increased enrolments</p> <p>* Improve own Teaching methodology and strategies – AITSL</p>	
2.2 WHS – whole school & Curriculum	Principal & Staff WHS Committee Outside contractors etc.	<ul style="list-style-type: none"> • WHS Policy implementation across the whole school. • <i>Monitoring Volunteers/Contractors/ Trades working on premises – policy and documents</i> • Effective preparation of Risk Assessment documentation for camps and excursions • Manage defects, testing and Tagging etc. 	Ongoing	<p>*Submitting risk assessments timely</p> <p>*Ensuring the safety of everyone on the school grounds: visitors, workers and Staff</p>	

2.3 Maintain strong relationships with “Sister” schools to support teaching and learning	Leadership All Staff Students	<ul style="list-style-type: none"> • Formal visits to Concordia, Navigator College and Maitland Lutheran School – relationship building and learning – link in with P&D and PLP • Crossways staff buddy up with staff from other Lutheran Schools – peer support and exchanging expertise. • Scholarship potential for our students • Attending the Nat Lutheran Conference – all staff 	2019 ongoing 2019	*Professional development of staff through peer support.	
2.4 Literacy and Numeracy improvement R - 10	Principal Leadership Staff LSO’s and home liaisons AISSA staff	<ul style="list-style-type: none"> • NAPLAN results – analyse and plan way forward for improvement – strategise • NAPLAN results distributed and discussed with parents • Benchmark against school with same clientele • LSO support during lessons – revised time table • J/S encouraging parental involvement in student’s reading - running coaching programs for parents (Home support) • Introducing the <i>Jolly Phonics program across all year levels</i> • <i>Literacy and Numeracy groups - J/s</i> 	2019 – 2021 Ongoing Continuous 2019 – 2021 Ongoing	*Improved NAPLAN results 2019 *Implementing Jolly Phonics program - all year levels *Increased classroom support – J/S	
2.5 Improved Attendance & Retention	Principal Leadership Staff School liaison LSO’s	<ul style="list-style-type: none"> • Rewards for attendance and uniform - home group and individual students (100% attendance) • Contact families about absences regularly – Student services Officer (Anita) effective communication and relationship building • Completing attendance data liaising with Liaison Officers - Term basis 	Continuous	*Better attendance lead to better results *Truancy Policy from DECD & AISSA *No gaps in learning	
2.6 Upgrade and Improve Physical School Environment/ Facilities	Principal Leadership Staff Council	<ul style="list-style-type: none"> • ELC – Improving on facilities • Junior School playground - nature play • New School notice board – digital Wi-Fi system • <i>Project - Block at the back of the school</i> – clean and levelled – might become playground – M/S 	2019 – 2021 2019 2018 2018 – 2021	*Increased enrolments R – 10 *Play space – more students	

		<ul style="list-style-type: none"> • Home EC facility extension – growth students numbers • Tech facility – Wood & Metal work • School building - extra classes • SACE – year 11 and 12 • Library refurb 	2020 2021 2021 2021 2019 Term 1	Curriculum needs	
2.7 Resources – Technological devices	Leadership Staff Finance Committee Parents/ Caregivers Council	<ul style="list-style-type: none"> • D.T. devices R - 10 • Schedule for maintenance and replacement: projectors, interactive white boards, iPads & laptops, computer room upgrade etc. • Implementation of PC Schools SPIDER program - progress reports, Gatekeeper etc. • CompliSpace – Compliance platform – implementing policy/ leave forms/ Incident reports etc. • Lab LED Smartboard – training M/S staff - Company 	2018 - 2021 Continuous 2018 – 2021 2019 onwards 2018 -	*Integrating DT successfully into Curriculum *Improved Curriculum delivery, planning and preparation - teachers *Compliance *Smartboard training - maximise the use of the screen	

Focus 3: Marketing and Promotion

Strategic Priority	Persons Responsible	Objectives	Time Frame	Desired Outcomes	Approx. Costing
3.1 Early Learning Centre Crossways Lutheran School	Principal All staff Parents	<ul style="list-style-type: none"> Open Days – potential students and their parents Parent Information evening Involving the Playgroup kids in formal lessons in ELC – story telling & Nature Play School tours for community members – on appointment Market/ Fun Fair Day – major fundraising event once a year 	Term 3 - 4 Term 3 2018 - 2021 2018 - 2021 2020	*Increased exposure of Crossways in the community – increased enrolments *More community involvement *Promoting school facilities	
3.2 Marketing Strategy	Principal Finance Officer Admin staff	<ul style="list-style-type: none"> Invite potential parents and community members to events hosted by school – PIN Night Distribute the school Prospectus widely in town – businesses etc. Promoting the school’s website & Facebook Promote scholarships for Indigenous and Non – Indigenous students to Lutheran schools in Adelaide – Concordia, Immanuel College etc. Regular newsletters to the community, using the local newspaper to promote important events, achievements etc. School digital signboard – advertise events and important dates/ Photos of events/ calendar info TV / Radio advertisement – Events and projects Uniform for ELC & Blazers for SRC Mail drops – promoting enrolments and services Designing and print of promotional sticker (Prospectus photo)– school bus and donut van New updated Enrolment packs for Crossways Lutheran School and Crossways ELC New Bus – 36 ~ 45 seaters – Crossways stickers New Principal’s car 	Continuous process 2019 2018 - 2019	*Putting our school back on the map. *Gaining community trust and support *Leads to increased enrolments *Wide exposure to communities beyond Ceduna *Regular news and information to school community and beyond – promoting strategies	

3.3 Youth Mission Events	Principal AOG church	<ul style="list-style-type: none"> • Port Power (Will Power Program for youth) – including CAS, Elliston, Streaky Bay, Yalata, Koonibba, Penong and Oak valley in the event. • Christian Holiday Program – Mission Jan 2019 – 4 days event • Sunday Soccer – AOG church • Regular visits to Old Age Village – J/s and Sara singers and band • Interstate Exchange program year 6 students – Tarrington Lutheran School 	2019 Jan 2019 – 2020 (Dec – Jan holiday) Ongoing 2019 – 2021 2019	*Empower student wellbeing and involving all neighbouring schools by linking with outside agencies *Mission – holiday & soccer Sundays	
3.4 Community/ Indigenous Events	Leadership All Staff Parents LESNW Indigenous rep Kerry Taylor	<ul style="list-style-type: none"> • Celebrating Community events/ significant days: Reconciliation, Sorry and Cultural Day etc. • ANZAC/ Remembrance Day – SRC laying wreath • RAP – to be developed for Crossways Lutheran School (Reconciliation Action Plan) 	Continuous Ongoing 2019	*Acknowledging cultural diversity *RAP complete	
3.5 Enrolments (Marketing)	Principal Leadership Reception staff Liaison LSO's	<ul style="list-style-type: none"> • Start next year – 150+ students & Aim for 180 • Multiple Reception – 2 intakes (see policy) – Jan, April and July – depending on numbers • ELC Intake (20 students) Marketing and Promotion • Benefit for first time enrolments – First Term free to accommodate uniform purchases 	2010 - 2020 2019 ongoing 2019 ongoing	*Implementing our Mantra: “Refresh, Expand and Grow” Living our values: respect, fairness, forgiveness, responsible, aim for success	

Focus 4: Sustain School values: respect, love, forgiveness, safety, responsibility, fairness, empathy and diversity

Strategic Priority	Persons Responsible	Objectives	Time Frame	Desired Outcomes	Approx. Costing
4.1 Respecting self and others	Principal Staff Students	<ul style="list-style-type: none"> Establish social skills programs – Ab Health programs about healthy living, Beyond Blue, Positive Psychology etc. Cyber Safety programs – involving outside agencies LOUD conferences Improved wellbeing of staff and students – implementation of wellbeing policies – SBM, Grievance – Privacy Policy etc. Implementation of Behavioural Policies – actions, consequences and forgiveness – fresh start Live our school values daily as staff 	2018 - 2021	<p>*Respect each other. “Love your neighbour as you love yourself”</p> <p>*Forgive as Jesus forgave us for our sins.</p> <p>*Living our values: respect, fairness, forgiveness, responsible, aim for success</p>	
4.2 Celebrating Diversity	Principal School Council Staff	<ul style="list-style-type: none"> Crossways Lutheran School serves the whole community – Non – Indigenous and Indigenous Year 7 students Interstate Exchange Program with Tarrington Lutheran School Celebrating Cultural events and significant days Election of RAP committee 	2018 - 2021	<p>*Acknowledging significant Cultural days and celebrate them.</p> <p>* Celebrating diversity at school</p>	
4.3 Teambuilding and Wellbeing	Staff Volunteers – Parents & Parish members	<ul style="list-style-type: none"> Social Committee to organise regular events for staff – teambuilding and socialising – members to be elected Donut Van – voluntary hours – end of year staff function – sponsored pay back for staff and their partners Regular debrief meetings/ every term – discuss wellbeing/ curriculum/ goals etc. 	Ongoing	<p>*Improved wellbeing and team spirit</p>	

Focus 5: Vision for our School Community

Strategic Priority	Persons Responsible	Objectives	Time Frame	Desired Outcomes	
5.1 Provide opportunities for engagement	Principal Teachers Parents School council SRC	<ul style="list-style-type: none"> Open Days, School tours, Grand Parent Days & Old Scholar evenings, PIN nights (Parent interviews), Transition and Playgroup (Save the Children). Improved communication with school community – newsletters, Facebook, student diaries, email, events on website, communication book and phone. Regular advertisement on the radio. Weekly events submitted to local radio to be announced Regular Governing Council meetings – x 2 per Term Uniform Committee – leadership, parent, staff and SRC involvement Service to the school – Parents read in Rec with students Voluntary hours - donut van – fund raising 	Term 4 Ongoing 2018 – 2021 2018 - 2021	*Effective Relationship building *Effective communication via different media	
5.2 Promote school achievement	All staff Principal PLP teacher	<ul style="list-style-type: none"> Academic results of present and achievements of old scholars Service provisions – community involvement of students – visiting old age homes and hospital, beach clean-up and airport clean up area Newsletter, newspaper articles, website, sign board, radio Invite local businesses & VIP's, LSA officials, etc. to attend events and ceremonies at school. Year 10 work experience – invitation to local employers to attend a Work experience information evening at school to address expectations and to get to know them Feedback to Council, staff and parents - NAPLAN/ ACER testing results Celebration of learning/ post card system positive behaviour – end of term/ throughout the term 	Each term 2019 - 2021 Term 3 – week 7 Ongoing Ongoing	*Feedback on student achievement – academic & sport etc. *Increased community involvement – students visiting old age homes and hospital *Students connect with community through work experience – year 10 *Issuing reports during PIN nights	
5.3 Liaising, sharing information and involving community and community organisations	LSO's – liaisons Staff Principal	<ul style="list-style-type: none"> Link to parents – speedy follow up on issues concerning students – personal connection with parents School fees payments to follow up 		*Prompt reaction on issues concerning our students	

		<ul style="list-style-type: none"> • Visiting feeder schools – promote enrolments –Local Kindy, Koonibba, Penong and Yalata 	Continuous throughout the year	*Encourage payments of school fees or alternate arrangements	
--	--	--	--------------------------------	--	--

Focus 6: Promote Leadership and Citizenship

Strategic Priority	Persons Responsible	Objectives	Time Frame	Desired Outcomes	
6.1 Effective Governance for School Councillors	School Chairperson & Council	<ul style="list-style-type: none"> • Effective meeting procedures • Induction for new members • New Council Handbook • Governance training 	Ongoing 2019 - 2021 2019	*Effective Induction of Governing council members	
6.2 Collaborative decision-making	Principal Chairperson	<ul style="list-style-type: none"> • Open communication • Accurate documentation by committees, groups and leadership • Open, transparent and confidential 	Continuous	*Staff pulling in one direction – same common goals. *Support and work with Principal and Leadership Team	
6.3 Support staff in P&D and Leadership training	Principal Leadership All Staff	<ul style="list-style-type: none"> • Open door policy • Being visible – strong presence – Principal and leadership members - support • Debrief meetings – all staff • Class visits – performance report – AITSL standards (x 2 per year) • Implementing the AITSL standards for staff • Grievance Policy – students, staff and parents • Shared leadership – peer support in organising events etc. • Leadership Development – teachers • PLP of staff – goal setting and PD for the year • Week 0 program • PD week – week 10 Term 2 	2019 - 2021	*Improved wellbeing *Leadership development of staff *Uniform policy implementation	
6.4 Students leadership	Principal SRC Teachers	<ul style="list-style-type: none"> • Leadership programs – students • Establish a student voice through the SRC – SRC meetings. • Students to run Chapel – home groups – rotation • SRC to organise Chapel – working with the Principal and Chaplain 	2019 - 2020	*Developing student leadership *Build confidence in students	

		<ul style="list-style-type: none"> Attending various formal events celebrated: wreath laying, tour guides, chaperones special guests, ANZAC DAY, Reconciliation Day ceremonies 			
--	--	---	--	--	--

Created: June 2018

Endorsed:

Next Reviewed Date: July 2021