



St Paul's Lutheran Primary School

Strategic Plan 2019 – 2021

Motto

"The Lord Gives Wisdom"

Mission Statement

St Paul's Lutheran Primary School equips our community of learners with a Christian world view for living through sharing the love of Jesus. Our inclusive community provides a quality future-focused education in an ever-changing world, encourages excellence and inspires a love of active lifelong learning.

Vision Statement

At St Paul's Lutheran Primary School, all members of the school community will be valued as individuals, each created with unique God given gifts and talents and there will be a spirit of harmony as they work together in an atmosphere of collaboration and mutual respect.

Vision 1

Ministry and Care

We will develop Gospel centred pastoral care processes and structures to support the students, staff and the wider community.

Vision 2

Staff

We will pursue excellence in our staff and empower them to develop processes and structures that support the school's mission statement.

Vision 3

Curriculum

We will continue to develop a strong whole school curriculum that ensures students' diverse learning journeys are met.

Vision 4

Buildings & Facilities

We will provide appropriate facilities to cater for students' education and future growth of the school.

Vision 5

Community Relations

To promote St Paul's Lutheran Primary School as the distinctive Christian school within the region.

Vision 6

School Governance Structures

To maintain governance structures and policies, strategic direction, sound financial practices and curriculum regulators.

Vision 1 Ministry and Care

We will develop Gospel centred pastoral care processes and structures to support the students, staff and the wider community.

Goals	Strategies	'19	'20	'21	Human Resources	Review	Notes
<p>1. To continue to provide and support a strong Christian ethos, according to the Lutheran Doctrine.</p> <p>2. To continue to further develop a caring and supportive 'family' environment</p>	<ul style="list-style-type: none"> ➢ Prayer; Chapel ➢ Devotions ➢ School Sunday ➢ Assemblies ➢ Christian Symbols ➢ Student and Family support ➢ Welcoming atmosphere ➢ Community events ➢ Newsletter ➢ Events board ➢ Aged Care visits ➢ Charity support (service projects) ➢ Opening and closing services ➢ Affirm Outside School Hours Care and Kindy ➢ Growing Deep: Our Foundation ➢ Growing Deep: Our Culture ➢ Growing Deep: Capabilities Leading The Team ➢ Growing Deep: Excellence in Outcomes 	I/R	→		<p>Pastoral Care: all staff</p> <p>Counselling: School Pastor, Principal, Deputy, Chaplain and professional support.</p>	Annually – in Term 3	
<p>3. To encourage and promote a school community that is considerate of each other's needs.</p> <p>4. To foster an environment where student, staff and family ideas and contributions are valued.</p>	<ul style="list-style-type: none"> ➢ See above. ➢ Emphasis on collaborating with parents. ➢ Emphasis on collaborating with staff. ➢ Open door policy to contact staff with issues concerns and worries. ➢ Staff to complete survey biannually and participate in action planning and follow up. ➢ *Yearly surveys of students staff and parents and follow up. ➢ Letters of thanks, affirmations and encouragement. 	I/R	→		<p>Principal, all Staff and Parents</p> <p>Principal and all Staff</p>	Annually – in Term 3	*Consider alternative models within the context of the target group.
5. To enhance pastoral care for staff, students and families.	<ul style="list-style-type: none"> ➢ Community &/or staff events. ➢ Support from school pastor and school chaplain. ➢ To identify needs of the SPLPS community. ➢ Behaviour Education program. ➢ Staff Well-Being program. ➢ Implement Social and Emotional Program - Play is The Way. ➢ Growing Deep: Capabilities, Engaging Community Utilise outside expertise – psychologist speech therapist. ➢ Explicit communication with ethnic groups (e.g. FOWO). 	R	→		<p>Principal & Staff</p> <p>Parents</p> <p>Social Committee</p> <p>P&F</p> <p>Social Committee/Pastor</p> <p>Congregational Pastoral Care</p> <p>Well-Being Committee</p> <p>Principal, Deputy, Pastor, School Chaplain.</p>	<p>Annually in Term 3</p> <p>Reviews from stakeholders.</p>	Staff Well-Being program and School Chaplain to be considered in the budget.
6. To continue to discuss, further develop, document, implement and monitor Behaviour Education	<ul style="list-style-type: none"> ➢ Ongoing PD review. ➢ Regular reminders/updates with all staff, students and parents. ➢ Document review– Behaviour Education Policy. ➢ Why we bully program ABC Paradigm. ➢ Play is The Way. ➢ High Five Program. 	I/R	→		<p>Specialist PD sessions</p> <p>Principal and Deputy</p> <p>Deputy & trained staff</p>	Annually – Term 3	Check results of annual staff, students & parents survey.

	<ul style="list-style-type: none"> ➤ E Smart program. ➤ In-class behaviour education procedures. ➤ Circle Time. ➤ Restorative justice/practices. ➤ Values program. 	R/I	I		Specialist PD session PD sessions	Ongoing	
7. To continue to implement the whole school Values Education Program	<ul style="list-style-type: none"> ➤ Follow yearly plan for Values Education (see goal 7). ➤ Newsletter, School Sign, Website, Classroom Posters. ➤ Chapel and Assembly. ➤ Classroom devotions. ➤ Review for all new staff. ➤ Investigate display of values on campus. 	I/R		→	All staff (including Kindergarten). Principal, Deputy, Teachers, School Chaplain, School Pastor, School Captains, Parent Body.		Quality value to begin Term 1.
8. To continue to develop, promote and to encourage regular and active worship programs and local Lutheran community	<ul style="list-style-type: none"> ➤ Daily class devotions. ➤ School Sundays. ➤ Chapel. ➤ Staff Devotions and worship. ➤ Investigate and encourage worship and fellowship opportunities within the broader community (e.g. Chapel / Coffee). 	I/R		→	Teachers School Pastor, School Chaplain, Deputy, Principal, Individuals within school and church community [Congregational Ministry Council].	Annually in Term 3	
9. To implement a Service Learning approach to build strong community partnerships	<ul style="list-style-type: none"> ➤ Term service projects (local, state national and international). ➤ St Paul's Retirement village. ➤ Other community service clubs (e.g. Rotary, Lions). ➤ Investigate community projects suitable for family involvement . 	I/R		→	SPLPS all staff and students. School Chaplain, Community Captains, Lifestyle Coordinator – St Paul's Aged Care.	Annually in Term 3	
10. To foster the school church partnership.	<ul style="list-style-type: none"> ➤ School Chapel. ➤ School Sundays. ➤ Milk and muffins. ➤ Community events. ➤ Mutual council representation. ➤ Regular Pastor – Principal meetings. ➤ Access to Pastor. ➤ Mutual access between school and church staff / foundational community members. ➤ Sharing the worship facilities. ➤ Mutual PR. ➤ Congregational support for Grandparent's Day. 	I/R		→	<ul style="list-style-type: none"> ➤ Pastor ➤ School Executive ➤ School Staff ➤ Church staff ➤ School parents ➤ School Chaplin ➤ School students 	As required	

Vision 2 Staff

We will pursue excellence in our staff and empower them to develop processes and structures that support the school's mission statement.

Goals	Strategies	'19	'20	'21	Human Resources	Review	Notes
1. To build a culture that underpins the wellbeing and motivation of staff	<ul style="list-style-type: none"> ➤ The school Executive Team is working towards understanding the needs of school staff. ➤ Staff to know what is expected of them. ➤ Staff to collaborate, share ideas and solve problems together, leading to shared ownership of school goals. ➤ Staff efforts are recognized. ➤ Staff develop capability and confidence in their roles. 	I/R	→		<ul style="list-style-type: none"> ➤ Executive Team ➤ School Pastor 	<ul style="list-style-type: none"> ➤ Bi annually – SPLPS Survey ➤ biennial survey (LEA). 	
2. To continue to employ high quality professional staff who adhere to the ethos of Lutheran Education.	<ul style="list-style-type: none"> ➤ Promote the school's mission statement through the website, media, detailed position outlines and descriptions for effective recruitment of staff. ➤ Communicate with relevant staff to help identify key questions and suitability relating to staff employment. ➤ Selection criteria and process to remain stringent. 	I/R	→		<ul style="list-style-type: none"> ➤ Executive Team 	<ul style="list-style-type: none"> ➤ As required 	
3. To ensure that each position has a role statement.	<ul style="list-style-type: none"> ➤ Review and update in view of professional standards and awards. ➤ Communicate with relevant staff to help identify key aspects of roles. ➤ Growing Deep: Capabilities Growing Oneself. ➤ Growing Deep: Excellence in Outcomes. 	I/R	→		<ul style="list-style-type: none"> ➤ Executive Team in consultation with staff member 	<ul style="list-style-type: none"> ➤ Annually Term 4 or as required. 	
4. To provide an induction process for new staff which includes an understanding of the Lutheran Ethos.	<ul style="list-style-type: none"> ➤ Provide induction handbook and procedure which includes requirements of the relevant statutory bodies as well as SPLPS. ➤ Identify and appoint a mentor. ➤ Provide relevant ongoing support, leading to adopting a professional learning journey. ➤ Monitor how the staff member fits within the School's culture. ➤ Relief staff induction process. 	I/R	→		<ul style="list-style-type: none"> ➤ Executive Team & Pastor in consultation with staff. ➤ Principal ➤ Mentor, Executive Team ➤ Deputy 	<ul style="list-style-type: none"> ➤ Annually ➤ As required 	
5. Ensure all teaching staff have met accreditation requirements for working in Lutheran Schools	<ul style="list-style-type: none"> ➤ Provide time, opportunities and funding for staff to attend LEA required programs (i.e. Equip, Pathways) 	I/R	→		<ul style="list-style-type: none"> ➤ Principal, Deputy, Head of Teaching and Learning (HOTL), Pastor, Business Manager 	<ul style="list-style-type: none"> ➤ Ongoing 	Pathways currently being reviewed by LEA
6. Provide a professional learning journey through a mentoring process for each teaching staff member.	<ul style="list-style-type: none"> ➤ Continue to promote the process of professional learning journeys through the use of the <i>Staff Professional Development and Appraisal</i> folder. ➤ Implement AITSL Standards for Teachers. ➤ Investigate AITSL standards tracker for each teacher. ➤ Make teachers aware of Leading Teacher 2 opportunities. 	I/R I/R I/R I/R	→	→	<ul style="list-style-type: none"> ➤ Each teaching staff member and their mentor. ➤ Executive Team. ➤ ISQ / LEQ 	<ul style="list-style-type: none"> ➤ Term 4 every year. ➤ Annually 	
7. Provide positive performance management for staff members who are experiencing difficulties in a specific dimension/s of their job.	<ul style="list-style-type: none"> ➤ Use <i>Staff Professional Development and Appraisal</i> folder. Refer to Step 2. ➤ ISQ framework. 	I/R	→		<ul style="list-style-type: none"> ➤ Principal, Deputy and HOTL 	<ul style="list-style-type: none"> ➤ As required 	

Goals	Strategies	'19	'20	'21	Human Resources	Review	Notes
8. Provide opportunities for staff to participate and share relevant professional development.	<ul style="list-style-type: none"> ➤ SPLPS to identify and arrange professional development opportunities that meet the needs and requirements of all staff as per the school's annual plan. ➤ Communicate the availability of PD opportunities available for personal professional goal setting. ➤ In house PD record of attendance for QCT requirements. ➤ Provide appropriate feedback opportunities with staff. ➤ Allocate staff professional development in the budget 	I/R →			<ul style="list-style-type: none"> ➤ Individual and mentor ➤ Executive Team ➤ Individual Teachers 	➤ Ongoing	
9. To provide opportunities for staff to network effectively.	<ul style="list-style-type: none"> ➤ Within the school, and outside the school. ➤ To develop stronger ties between SPLPS and GLC. ➤ Identify and utilize staff members' personal strengths, interests and professional journey. ➤ Common non-contact times with teaching partners. ➤ Handover day and report checking day. ➤ Sub school/cluster meetings. ➤ Committees and 'community of learning practice' groups (eLearning model). 	I/R R → I			<ul style="list-style-type: none"> ➤ LENS Partnerships ➤ Executive Team & Staff ➤ Deputy Principal ➤ Executive Team ➤ All teaching staff 	<ul style="list-style-type: none"> ➤ Ongoing ➤ Beginning of each year. 	
10. To provide opportunities for staff to interact with each other in a social manner.	<ul style="list-style-type: none"> ➤ Continue the Staff Social Club ☺. ➤ Birthday recognition. ➤ Buddy week / Secret Santa. ➤ Breakfasts. ➤ Installation lunch and end of year dinner. ➤ Morning Teas. ➤ Interaction with School Council members. ➤ Staff Wellbeing program. 	I/R →			<ul style="list-style-type: none"> ➤ Social Committee ➤ Executive Team 	➤ Annually	
11. Provide effective communication processes	<ul style="list-style-type: none"> ➤ Weekly reminders – check by Monday AM. ➤ Check emails daily. ➤ Open door policy. ➤ Executive Meeting feedback. ➤ Ensure that the computer system is functioning. ➤ ICT Tech informed of changes to staff members (email, TASS, Teacher Kiosk, access). ➤ Pigeon holes – check daily. ➤ Staff meetings for all stakeholders. ➤ Use of phone message system & phones in general. ➤ School newsletters – all staff to read. ➤ Staff calendar & white board versions – Check daily. ➤ Staff meeting minutes placed on staff data & emailed to all staff when required. ➤ Develop, implement, analyse and action staff survey . ➤ The most up to date timetables are displayed in Staff Room. ➤ Staff handbook available in staff room and digitally. ➤ Provide a clear process for commencement and finish of employment (both permanent and on leave). ➤ Daily arrival and departure process for all staff. 	I/R →			➤ All Staff	➤ Ongoing	
12. Develop effective organization processes for SPLPS	<ul style="list-style-type: none"> ➤ Review and adjust the school structure to meet the current and changing needs of SPLPS. ➤ Provide critical incident plan (red folder). ➤ Staff Handbook is kept current and updated. 	I/R →			➤ Executive Team and Administration	Ongoing	

Vision 3 Curriculum

We will continue to develop a strong whole school curriculum that ensures students' diverse learning journeys are met.

Goals	Strategies	'19	'20	'21	Human Resources	Review	Notes
1. To provide appropriate time for teacher collaboration in planning, teaching and assessment	<ul style="list-style-type: none"> ➤ Continue to provide weekly common non-contact times with teaching partners to plan collaboratively. ➤ Continue to provide times for curriculum meetings and planning. ➤ Provide time for across year level collaboration ➤ Effective use of pupil free days. ➤ Draw upon individual staff members' expertise. 	I/R		➔	<ul style="list-style-type: none"> ➤ Deputy Principal ➤ Principal, Deputy, Head of Teaching and Learning ➤ Deputy, Head of Teaching and Learning ➤ Principal, Deputy, Head of Teaching and Learning ➤ Teachers 	➤ Ongoing	
2. To enable staff to keep abreast of and implement current curriculum practice and pedagogy	<ul style="list-style-type: none"> ➤ Keep informed about current curriculum practice and expectations, with the focus on the Australian Curriculum [AC] (ACARA, LEA, LEQ, ISQ, QCAA). ➤ Share with teaching staff the current curriculum practice and expectations, at curriculum staff meetings. ➤ Continue to integrate LQL into planning and classroom practice. ➤ Provide relevant Professional Development opportunities. ➤ Make use of funding opportunities for specialised curriculum focus areas. 	I/R		➔	<ul style="list-style-type: none"> ➤ HOTL 	➤ Ongoing	
3. Continually build school curriculum plans for KLAs within the AC	<ul style="list-style-type: none"> ➤ Scope and sequence with AC. ➤ Strengthen LOTE program. ➤ Build upon Inquiry Learning model in Humanities & Social Science subjects, Integrated Units & Mathematics. ➤ Implement a growth mindset culture. ➤ Strengthen Thinking skills in all KLAs. ➤ Growing Deep: Capabilities Leading the Team. ➤ Growing Deep: Capabilities Focusing on Outcomes. 	I/R		➔	<ul style="list-style-type: none"> ➤ Head Of Teaching and Learning ➤ ISQ, LOTE Teacher (an assistant via gov't grant) ➤ Head of Teaching and Learning, and All Staff 	➤ Ongoing	
4. To develop procedures and processes for ensuring Consistency of Teacher Judgements (CTJ)	<ul style="list-style-type: none"> ➤ Continue to use a whole school assessment tracking and monitoring document. ➤ Ongoing construction of year level rubrics and aligned with adjacent year levels, in regards to AC. ➤ Investigate moderation opportunities with LENS schools. 	R		➔	<ul style="list-style-type: none"> ➤ Head Of Teaching and Learning and Teaching Staff 	➤ Ongoing	Assessment cycle document
5. To promote ongoing curriculum dialogue between SPLPS and other schools including GLC Caboolture & LENS	<ul style="list-style-type: none"> ➤ To provide times for relevant teachers to align planning guided by the AC. ➤ Appropriate personnel to attend LENS and LEQ meetings. 	I/R		➔	<ul style="list-style-type: none"> ➤ Deputy and Head Of Teaching and Learning 	➤ Ongoing	
6. To continue to develop and deliver an effective Christian Studies program	<ul style="list-style-type: none"> ➤ Continue to implement whole school overview based on Christian Studies Framework in consultation with Grace Caboolture and SPL Kindergarten. ➤ Year level rubrics to be continually constructed and aligned with adjacent year levels. 			R	<ul style="list-style-type: none"> ➤ Head Of Teaching and Learning ➤ Teaching Staff ➤ Christian Studies Key Teacher 	➤ Ongoing	

I = Implementing; R = Reviewing; P = Planning; E = Evaluate; M=Monitor; C= Completed

	<ul style="list-style-type: none"> ➤ Key teacher to keep abreast and inform all staff of curriculum development and resourcing, with the support of LEQ 						
7. To integrate e-learning rich pedagogies into the curriculum	<ul style="list-style-type: none"> ➤ Provide relevant Professional Development to staff. ➤ Continue in-house technology training ➤ To ensure that any refurbishment takes into account the E Learning nature of SPLPS and technology infrastructure . ➤ To ensure all classrooms have interactive technologies, Wi-Fi, internet speed to support device load, and in future NAPLAN online. 	I/R	→		<ul style="list-style-type: none"> ➤ Deputy and Head Of Teaching and Learning ➤ Principal and Business Manager ➤ Head Of Teaching and Learning and Business Manager 	Ongoing	See Digital Technologies / E-Learning Vision document.
8. Provide effective reporting opportunities	<ul style="list-style-type: none"> ➤ Meet the Government Regulations for reporting, with regard to AC. ➤ Inform and instruct teaching staff on use of reporting system. ➤ NAPLAN online. 	I/R	→		<ul style="list-style-type: none"> ➤ Head Of Teaching and Learning and Deputy 	Ongoing	
9. To develop and present a differentiated curriculum for individual needs	<ul style="list-style-type: none"> ➤ Ensure students have access to Learning Support. ➤ Develop extension opportunities (e.g. Virtual debating, RISE, Robotics). ➤ Sharing of ideas and resources to assist with differentiation within classes, using assessment data (e.g. Informal prose, Oral Language, formative, summative, running records, observation). ➤ Provide opportunities for staff training in differentiated curriculum. 	I/R	→		<ul style="list-style-type: none"> ➤ Learning Support Teachers ➤ RISE Teacher /Classroom Teachers, Head Of Teaching and Learning, Principal ➤ Classroom and Specialist Teachers, Head Of Teaching and Learning ➤ RISE Teacher Head Of Teaching and Learning and Classroom Teachers 	Ongoing	
10. Consolidate and build on currently implemented projects & integrate new areas	<ul style="list-style-type: none"> ➤ Literacy – Spelling / Phonics & Writing ➤ Daily 5 framework ➤ E Smart Program ➤ Christian Studies ➤ Australian Curriculum ➤ Digital Technologies ➤ Learning Intentions and Success Criteria ➤ Daily 3 framework ➤ Flexible Learning ➤ Cultures of Thinking ➤ Growth mindset ➤ Inquiry ➤ STEAM/ Maker spaces ➤ Indigenous Education (general capability) ➤ Recycling and Sustainability (general capability) <p><i>**See separate planning sheet** (curriculum projects –timeline)</i></p>	I/R/ P	→		<ul style="list-style-type: none"> ➤ Deputy, Head of Teaching and Learning, Principal and all teachers 	Ongoing	

11. To create flexible learning opportunities							See Inserted Agile Learning
12. To enable staff to keep abreast of and implement current curriculum practice and pedagogy with digital technologies	<ul style="list-style-type: none"> ➤ Provide coaching for teachers in planning and implementation ➤ Teacher peer to peer coaching / show 'n 'tell ➤ IT PD Sessions embedded training. 	I/R	→		➤ Digital Technology Committee		
13. To facilitate school/community links and access	<ul style="list-style-type: none"> ➤ Use of programmes such as TASS, Parent Kiosk, Website, Seesaw, School Apps and portals for school parent interaction. ➤ Investigate the use of online assessment (e.g. Seesaw). ➤ Availability of night-time classes/online learning for parent community education. See ICT extension vision 3.7. 	I/R I/R	→		➤ Digital Technology Committee		Digital Technology Levy

Extension Vision 3 Point 7 ICT/E-Learning

Goals	Strategies	'19	'20	'21	Human Resources	Review	Notes
1. Upgrade digital infrastructure.	<ul style="list-style-type: none"> ➤ Maintain up to date technologies. ➤ Continue iPad BYO prog. Year 1-6 (increase capacity to min. 32G and iPad2 size due to NAPLAN online). ➤ Senior primary to include explicit laptop skills. ➤ Upgrade teacher iPads / bigger capacity. ➤ Upgrade Prep and learning support iPads. 	R	R R R		<ul style="list-style-type: none"> ➤ ICT Committee ➤ Principal ➤ Finance Committee. ➤ LEQ (Director of Innovation and Technology) 		
2. To create flexible learning opportunities.	<ul style="list-style-type: none"> ➤ Upgrade computer lab into a flexible environment to better cater to the new digital technologies subject, robotics and school's agile mindset. ➤ Use of mobile technology in creating flexible, anywhere, anytime learning opportunities. ➤ Teachers, parents and students access to information relevant to them via school intranet portal. 	E I I	I		<ul style="list-style-type: none"> ➤ ICT Committee ➤ Principal ➤ Finance Committee. ➤ LEQ Director of Innovation and Technology 		
3. To enable staff to keep abreast of and implement current curriculum practice and pedagogy with digital technology (coding).	<ul style="list-style-type: none"> ➤ Provide coaching with teachers in planning and implementation. ➤ PD opportunities for staff. ➤ Makerspace. 	I/R R			<ul style="list-style-type: none"> ➤ HOTL 		
4 To facilitate school/community links and access.	<ul style="list-style-type: none"> ➤ Use of programmes such as TASS Parent Kiosk and website, Facebook, app, etc. ➤ Develop Online training clips. ➤ Continue to fund iPad support assistant. 	M I/R			<ul style="list-style-type: none"> ➤ Fund/employ personnel to implement ➤ Exec Team ➤ Budget to fund employed personnel to implement. 		
5. To manage and process information in a secure, flexible and timely manner.	<ul style="list-style-type: none"> ➤ Use of recognised anti-virus / malware software on the school network. ➤ Maintain filter system. 	M			<ul style="list-style-type: none"> ➤ ICT tech. and committee to inform needs and maintain Business Manager ICT Committee LEQ (Derek Bartels)		

Extension Vision 3 Point 11 Flexible Learning

Goals	Strategies	'19	'20	'21	Human Resources	Review	Notes
1. To create flexible learning environments.	<ul style="list-style-type: none"> ➤ Create learning spaces/environments which promote and enhance best learning practices. 	I/P/R			<ul style="list-style-type: none"> ➤ Teachers ➤ Head of Teaching and Learning ➤ Principal ➤ Business Manager 		<ul style="list-style-type: none"> ➤ Money ➤ Sponsors ➤ Building modifications ➤ Furniture ➤ Yr4/5 outdoor space ➤ Yr 3 space for 2019 ➤ Possible mezzanine floor space.
2. To enable teachers to implement current curriculum practice and pedagogy.	<ul style="list-style-type: none"> ➤ Develop inquiry learning philosophy and implement whole school practices. ➤ Develop literacy and numeracy frameworks suited to agile learning e.g. Daily 5, CAFÉ, Daily 3 for whole school. ➤ Continue to explore best practices in teaching and learning for the future. ➤ Identify suitable teachers and provide necessary training and development ➤ Collect, collate and analyse data to provide direction for future teaching and learning pedagogy 	I/P/R			<ul style="list-style-type: none"> ➤ All teachers ➤ Identified teachers ➤ Head of Teaching and Learning 		<ul style="list-style-type: none"> ➤ LEQ connect and collaborate.
3. To facilitate school/community links and access to Flexible Learning.	<ul style="list-style-type: none"> ➤ Inform the school community regarding the flexible learning philosophy and development e.g. tours and information sessions ➤ Provide opportunity for community feedback ➤ Present data to inform community 	I/R			<ul style="list-style-type: none"> ➤ Executive Team ➤ Identified teachers 		<ul style="list-style-type: none"> ➤ Future resource centre use.

Vision 4 Buildings & Facilities

We will provide appropriate facilities to cater for students' education and future growth of the school.

Goals	Strategies	'19	'20	'21	Human Resources	Review	Notes
1. Develop a schedule for the use and refurbishment of buildings and facilities over the next 10 years based on actual and forecast student numbers.	<ul style="list-style-type: none"> ➤ Communication with Parish, SPLPS, Grace Caboolture. ➤ Continually revise the financial model and sound timelines to implement the use and refurbishment/building of facilities to meet a wide variety of educational needs. ➤ Develop a grounds landscaping plan. ➤ To ensure that any refurbishment takes into account the flexible learning nature of SPLPS. ➤ Ensure that students' recreation and learning programs are considered. ➤ Sustainability program ➤ 10 Yr Financial Projections. 	I/R P E P/I		➔	<ul style="list-style-type: none"> ➤ Executive Team ➤ Staff Input ➤ P&F Input ➤ School Council Input ➤ Planning committee (members being from the local Lutheran committee stakeholders). ➤ LEQ Input ➤ ISQ input ➤ Outside consultant 	➤ Annually Term 3	
2. Develop a time line for capital works based on actual and forecast student numbers	<ul style="list-style-type: none"> ➤ To ensure that any new capital works takes into account the flexible learning nature, flexible pedagogy and the enrolments of SPLPS . ➤ Investigate future capital work's needs. ➤ Multipurpose hall in consultation with Grace Caboolture and St Paul's Parish. 	P/E		➔	<ul style="list-style-type: none"> ➤ Staff Input ➤ P&F Input ➤ School Council Input ➤ LEQ Input 	➤ Annually Term 3 / 4	
3. Security	<ul style="list-style-type: none"> ➤ To provide a checking system for windows, lights and doors daily. ➤ Security light at night around the school. ➤ Procedures for staff security for after-hours work at school. ➤ Cameras 	M M M I/P / M		➔	<ul style="list-style-type: none"> ➤ BM ➤ BM / Maintenance ➤ BM / Executive Team in consultation with the staff 	➤ Annually Term 3 / 4	Review procedure in staff handbook & staff induction handbook. Protocols around information use.
4. Bus coordination	<ul style="list-style-type: none"> ➤ Liaise with Grace. ➤ Small bus licence . ➤ Acquiring own bus fleet. 	E/P/R		➔	<ul style="list-style-type: none"> ➤ Principal ➤ Business Manager ➤ Finance Committee / LEQ 	➤ Annually Term 3 / 4	

Vision 5 Community Relations

To promote St Paul's Lutheran Primary School as the distinctive Christian school within the region.

Goals	Strategies	'19	'20	'21	Human Resources	Review	Notes
1. To foster an environment where positive relationships are evident.	<ul style="list-style-type: none"> ➤ Maintenance of school website, social media, web presence, newsletter. ➤ Parent Information Sessions (e.g. Meet the Teacher, Specialised Areas, Formal Interviews). ➤ Conduct a Parent, Staff and Student Survey. ➤ Promote an active Parents & Friends association. ➤ Invite Parents, families and community into the school community to attend and be part of various functions (i.e. School Fair, concerts, Mother's and Father's events, sports days, Anzac Day ceremony, Grandparent's Day, Cultural Awareness Day, Community Consultation Day etc.). ➤ Growing Deep: Capabilities Engaging the Community. 	I/R			<ul style="list-style-type: none"> ➤ Principal and Marketing Advisor ➤ Executive Team 	<ul style="list-style-type: none"> ➤ Ongoing ➤ Term 4 Annually 	
2. Continue to foster open communication and a culture of transparency.	<ul style="list-style-type: none"> ➤ Newsletter, website, other digital means. ➤ Community newspapers. ➤ Classroom letters, Seesaw. ➤ Conduct a Parent, Staff and Student Survey. ➤ Promoting the SPLPS Strategic Plan. ➤ Review of policies and access to appropriate policies. ➤ Continue updating events board. ➤ Family Administration Day. ➤ Exit interviews (including final year cohort). ➤ Parent Handbook. ➤ Community Consultation Day. 	I/R			<ul style="list-style-type: none"> ➤ Principal and Deputy, formed committees as required. 	<ul style="list-style-type: none"> ➤ Ongoing ➤ Term 3 Annually ➤ Monthly 	Digital communication examples include SMS, School App, online school calendar, Parent Lounge etc.
3. To provide opportunity for families to engage with their child's learning.	<ul style="list-style-type: none"> ➤ Parent/teacher/ student interviews review format. ➤ Parent information evenings. ➤ Open Door policy. ➤ Education for parents on behaviour education and restorative practices. ➤ Parent-teacher communication – blogs, e-mail, phone calls, celebrating student achievements, apps, Seesaw. ➤ Parent workshops review format. ➤ Showcase events and learning expos. ➤ Agile tours. 	I/R			<ul style="list-style-type: none"> ➤ Principal, Deputy, Classroom Teachers, Specialist Teachers ➤ Congregational Ministry Council, Grace College 	➤ Annually	
4. Maintain a marketing plan.	<ul style="list-style-type: none"> ➤ Empower St Paul's community families to be our best marketers . ➤ School information pack. ➤ Open / Flexible Days (Principal Tours). ➤ Promotional material supplied to early learning centres, Real Estate agencies and community newspapers and shopping centres. ➤ Continue school involvement in local public functions (i.e. Anzac March, Show Display, Choir to Shopping Centre). ➤ Continue to take opportunities to photograph and send in details to local newspapers. ➤ Investigate and showcasing the school and programs with the wider local community (e.g. Primary Schools' Robocup Competition, GSP Sports, GSP Robotics). 	E/P/I			<ul style="list-style-type: none"> ➤ Principal, Deputy, Business Manager, Marketing Advisor ➤ Marketing Advisor, St Paul's Staff. 	➤ Ongoing	

Vision 6 School Governance Structures

To maintain governance structures and policies, strategic direction, sound financial practices and curriculum regulators

Goals	Strategies	'19	'20	'21	Human Resources	Review	Notes
1. To monitor the compliance of SPLPS with all relevant legislation and requirements.	<ul style="list-style-type: none"> ➤ List of relevant legislation and requirements with current date. ➤ Annual checklist to check compliance. ➤ Annual Plan, based on strategies from Strategic Plan. ➤ Ensure all staff receive Professional Development in the areas of Child Protection, Valuing Safe Communities, Workplace Health and Safety. ➤ Financial & Business Office compliance. ➤ Growing Deep: Capabilities Leading the Team. 	I/R			<ul style="list-style-type: none"> ➤ LEQ, Principal, School Council ➤ Deputy, Principal, Business Manager, WH&S Officer 	➤ Ongoing	
2. Ensure school policy documents are current	<ul style="list-style-type: none"> ➤ Review school policy documents. ➤ Consult LEQ. 	I/R			➤ LEQ, Principal, School Council, Staff, Parents	➤ 2 year cycle	
3. Maintain an up-to-date Strategic Plan.	<ul style="list-style-type: none"> ➤ Review Strategic Plan. ➤ Collate, analyse feedback and implement recommendations. ➤ Community Consultation Day feedback. ➤ School Council and Executive Staff review day (open for other staff to attend). 	E/P/I R			➤ School Council, Parents, Executive, Staff	➤ Annually	
4. To develop and implement an ongoing financial plan.	<ul style="list-style-type: none"> ➤ Review the 10-year Financial Plan (resources, Professional Development, personnel, capital expenditure). ➤ Annual budgeting process to be transparent. ➤ Adapting the ICT and Agile resourcing plan. ➤ Promote banking with LLL. ➤ Liaise with LEQ. 	I/R			<ul style="list-style-type: none"> ➤ LEQ ➤ Business Manager, Principal ➤ School Council, Finance Committee 	➤ Annually Term 4	
5. To develop and implement a maintenance plan.	<ul style="list-style-type: none"> ➤ Review maintenance plan to determine refurbishment requirements ➤ 10 Yr Financial Projection. ➤ WH&S internal audits. 	I/P/R			<ul style="list-style-type: none"> ➤ Business Manager, Principal, Finance Committee, Maintenance Officer, WH&S Officer ➤ LEQ 	➤ Annually Term 3	
6. To ensure all members of the governing body receive professional development on governance.	<ul style="list-style-type: none"> ➤ Attend LEQ and ISQ governance workshops. ➤ Professional readings. ➤ Visit LEQ Executive. ➤ Consideration in budget and forecast. 	I/R			<ul style="list-style-type: none"> ➤ Council Chairperson ➤ LEQ ➤ ISQ 	➤ Ongoing	
7. To develop and implement a strategic school risk register.	<ul style="list-style-type: none"> ➤ Maintain and review the strategic school risk register. 	I/R			➤ School Council and LEQ	➤ Ongoing on a monthly basis.	