



# St Paul's Lutheran Primary School Strategic Plan 2022 – 2024

## **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	'22	'23	'24	Activities	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>		M	→		<ul style="list-style-type: none"> <li>➤ Prayer;</li> <li>➤ Chapel</li> <li>➤ Devotions</li> <li>➤ School Sunday</li> <li>➤ Connect Training for staff (see Vision 2 Goal 5)</li> <li>➤ Assemblies</li> <li>➤ Christian Symbols</li> <li>➤ Student and Family support</li> <li>➤ Welcoming atmosphere</li> <li>➤ Community events</li> <li>➤ Newsletter &amp; Social Media</li> <li>➤ Events board</li> <li>➤ Aged Care visits</li> <li>➤ Service projects</li> <li>➤ Opening and closing services</li> <li>➤ Affirm Outside School Hours Care and Kindy</li> <li>➤ Family Book Club</li> <li>➤ Growing Deep: Our Foundation</li> <li>➤ Growing Deep: Our Culture</li> <li>➤ Growing Deep: Capabilities</li> <li>➤ Leading The Team</li> <li>➤ Growing Deep: Excellence in Outcomes</li> </ul>	<p>Pastoral Care: all staff</p> <p>Counselling: School Pastor, Principal, Deputy, Chaplain and professional support.</p> <p>Principal &amp; Deputy</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>		M	→		<ul style="list-style-type: none"> <li>➤ Letters of thanks, affirmations and encouragement.</li> <li>➤ See above.</li> <li>➤ Service Learning (see Goal 9)</li> <li>➤ Zones of regulation</li> <li>➤ Emphasis on collaborating with parents.</li> <li>➤ Emphasis on collaborating with staff.</li> <li>➤ Open door policy to contact staff with issues concerns and worries.</li> <li>➤ Staff to complete survey biannually and participate in action planning and follow up.</li> <li>➤ *Yearly surveys of students staff and parents and follow up.</li> </ul>	<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.	Ongoing monitoring of resources and capacity in our chaplaincy program	I, R			<ul style="list-style-type: none"> <li>➢ Community &amp;/or staff events.</li> <li>➢ Support from school pastor and school chaplain.</li> <li>➢ To identify needs of the SPLPS community.</li> <li>➢ Behaviour Education program.</li> <li>➢ Staff Well-Being program.</li> <li>➢ Social and Emotional Program <ul style="list-style-type: none"> <li>- Play is the way</li> <li>- Circle time and zones of regulation</li> <li>- Wellbeing Dog</li> </ul> </li> <li>➢ Growing Deep: Capabilities, Engaging Community</li> <li>➢ Utilise outside expertise – eg psychologist speech therapist.</li> <li>➢ Explicit communication with ethnic groups (e.g. FOWO).</li> </ul>	Principal & Staff Parents Social Committee P&F Social Committee/Pastor Congregational Pastoral Care Well-Being Committee Principal, Deputy, Pastor, School Chaplain.	Annually in Term 3  Reviews from stakeholders.	Staff Well-Being program, School Chaplain and the Wellbeing Dog to be considered in the budget. Examine ways to seek sponsorship of Wellbeing Dog.
6. To continue to discuss, further develop, document, implement and monitor Behaviour Education	Document review– Behaviour Education Policy and procedures.	R,P,I	→		<ul style="list-style-type: none"> <li>➢ Ongoing PD review.</li> <li>➢ Regular reminders/updates with <b>all staff</b>, students and parents.</li> <li>➢ Play is The Way</li> <li>➢ Social Thinking</li> <li>➢ High Five Program.</li> <li>➢ E Smart program.</li> <li>➢ In-class behaviour education procedures.</li> <li>➢ Circle Time.</li> <li>➢ Zones of regulation.</li> <li>➢ Restorative justice/practices. Values program.</li> </ul>	Specialist PD sessions  Principal and Deputy  Deputy & trained staff Specialist PD session PD sessions	Annually – Term 3  Ongoing	Check results of annual staff, students & parents survey.
7. To continue to implement the whole school Values Education Program	Investigate activities to enhance the Values Program	I	→	R	<ul style="list-style-type: none"> <li>➢ Theme for Chapel.</li> <li>➢ Follow yearly plan for Values Education.</li> <li>➢ Newsletter, School Sign, Website, Classroom Posters.</li> <li>➢ Chapel and Assembly.</li> <li>➢ Classroom devotions.</li> <li>➢ Review for all new staff.</li> </ul>	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 life		M	M	M	<ul style="list-style-type: none"> <li>➢ Sunday Worship</li> <li>➢ Daily class devotions.</li> <li>➢ School Sundays.</li> <li>➢ Chapel.</li> <li>➢ Staff Devotions and worship.</li> <li>➢ Investigate and encourage worship and fellowship opportunities within the broader community (e.g. Chapel / Coffee).</li> </ul>	Teachers School Pastor, School Chaplain, Deputy, Principal, Individuals within school and church community [Congregational Ministry Council].	Annually in Term 3	

9. To continue a Service Learning approach to build strong community partnerships		M	M	M	<ul style="list-style-type: none"> <li>➤ Term service projects (local, state national and international).</li> <li>➤ St Paul's Retirement village.</li> <li>➤ Other community service clubs (e.g. Rotary, Lions).</li> <li>➤ Investigate and promote community projects suitable for family involvement .</li> </ul>	SPLPS all staff and students. School Chaplain, Faith and Service Captains, Lifestyle Coordinator – St Paul's Aged Care.	Annually in Term 3	
10. To foster the school church partnership.		M	M	M	<ul style="list-style-type: none"> <li>➤ School Chapel.</li> <li>➤ School Sundays.</li> <li>➤ Milk and muffins.</li> <li>➤ Community events.</li> <li>➤ Mutual council representation.</li> <li>➤ Regular Pastor – Principal meetings.</li> <li>➤ Congregational Chair Principal meetings</li> <li>➤ Access to Pastor.</li> <li>➤ Mutual access between school and church staff / foundational community members.</li> <li>➤ Sharing the worship facilities.</li> <li>➤ Mutual PR.</li> <li>➤ Congregational support for Grandparent's Day.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Pastor</li> <li>➤ School Executive</li> <li>➤ School Staff</li> <li>➤ Church staff</li> <li>➤ School parents</li> <li>➤ School Chaplain</li> <li>➤ School students</li> </ul>	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	'22	'23	'24	Activities	Human Resources	Review	Notes
1. To continue to build a culture that underpins the wellbeing and motivation of staff	Investigate a staff Exceptional Service Recognition Award	P	→		<ul style="list-style-type: none"> <li>➢ The school Executive Team always works towards understanding the needs of school staff.</li> <li>➢ Staff to know what is expected of them.</li> <li>➢ Nominate staff for various public awards.</li> <li>➢ Staff to collaborate, share ideas and solve problems together, leading to shared ownership of school goals.</li> <li>➢ Staff efforts are recognized.</li> <li>➢ Staff social events.</li> <li>➢ Staff develop capability and confidence in their roles.</li> <li>➢ Staff professional development educating staff in wellbeing.</li> <li>➢ Exceptional service forms.</li> </ul>	<ul style="list-style-type: none"> <li>➢ Executive Team</li> <li>➢ School Pastor</li> <li>➢ External services</li> </ul>	<ul style="list-style-type: none"> <li>➢ Bi annually – SPLPS Survey</li> <li>➢ biennial survey (LEA).</li> </ul>	
2. To continue to employ high quality professional staff who adhere to the ethos of Lutheran Education.		M	→		<ul style="list-style-type: none"> <li>➢ Promote the school's mission statement through the website, media, detailed position outlines and descriptions for effective recruitment of staff.</li> <li>➢ Communicate with relevant staff to help identify key questions and suitability relating to staff employment.</li> <li>➢ Selection criteria and process to remain stringent.</li> <li>➢ Staff interview panels with internal and external personnel.</li> </ul>	<ul style="list-style-type: none"> <li>➢ Executive Team</li> </ul>	<ul style="list-style-type: none"> <li>➢ As required</li> </ul>	
3. To ensure that each position has a role statement.		M	→		<ul style="list-style-type: none"> <li>➢ Review and update in view of professional standards and awards.</li> <li>➢ Communicate with relevant staff to help identify key aspects of roles.</li> <li>➢ Encourage participation in Christian living.</li> <li>➢ Growing Deep: Capabilities Growing Oneself.</li> <li>➢ Growing Deep: Excellence in Outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>➢ Executive Team in consultation with staff member</li> </ul>	<ul style="list-style-type: none"> <li>➢ Annually Term 4 or as required.</li> </ul>	
4. To provide an induction process for new staff which includes an understanding of the Lutheran Ethos.			→		<ul style="list-style-type: none"> <li>➢ Provide induction handbook and procedure which includes requirements of the relevant statutory bodies as well as SPLPS.</li> <li>➢ Identify and appoint a mentor.</li> <li>➢ Provide relevant ongoing support, leading to adopting a professional learning journey.</li> </ul>	<ul style="list-style-type: none"> <li>➢ Executive Team &amp; Pastor in consultation with staff.</li> <li>➢ Principal</li> <li>➢ Mentor, Executive Team</li> <li>➢ Deputy</li> </ul>	<ul style="list-style-type: none"> <li>➢ Annually</li> <li>➢ As required</li> </ul>	

					<ul style="list-style-type: none"> <li>➤ Monitor how the staff member fits within the School's culture.</li> <li>➤ Relief staff induction process.</li> </ul>			
5. Ensure all teaching staff have met accreditation requirements for working in Lutheran Schools	Equip and Connect Programs	I, R	I,R	→	<ul style="list-style-type: none"> <li>➤ Provide time, opportunities and funding for staff to attend LEA required programs (i.e. Equip, Connect)</li> <li>➤ Ensure that SPLPS has a Facilitate trainer</li> </ul>	<ul style="list-style-type: none"> <li>➤ Principal, Deputy, Head of Teaching and Learning (HOTL), Pastor, Business Manager</li> </ul>	<ul style="list-style-type: none"> <li>➤ Ongoing</li> </ul>	
6. Provide a professional learning journey through a mentoring process for each staff member.		M		→	<ul style="list-style-type: none"> <li>➤ Promote and use the process of professional learning journeys through the use of the <i>Staff Professional Development and Appraisal</i> folder.</li> <li>➤ Provide relevant professional learning for staff.</li> <li>➤ Implement AITSL Standards for Teachers.</li> <li>➤ Use AITSL standards tracker for each teacher.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Each teaching staff member and their mentor.</li> <li>➤ Executive Team.</li> <li>➤ ISQ / LEQ</li> </ul>	<ul style="list-style-type: none"> <li>➤ Term 4 every year.</li> <li>➤ Annually</li> </ul>	
7. Provide positive performance management for staff members who are experiencing difficulties in a specific dimension/s of their job.		M		→	<ul style="list-style-type: none"> <li>➤ Use <i>Staff Professional Development and Appraisal</i> folder. Refer to Step 2.</li> <li>➤ AITSL standards tracker for each teacher</li> </ul>	<ul style="list-style-type: none"> <li>➤ Principal, Deputy and HOTL</li> </ul>	<ul style="list-style-type: none"> <li>➤ As required</li> </ul>	
8. Provide opportunities for staff to participate and share relevant professional development.		M		→	<ul style="list-style-type: none"> <li>➤ SPLPS to identify and arrange professional development opportunities that meet the needs and requirements of all staff as per the school's annual plan.</li> <li>➤ Communicate the availability of PD opportunities available for personal professional goal setting.</li> <li>➤ In house PD record of attendance for QCT requirements.</li> <li>➤ Provide appropriate feedback opportunities with staff.</li> <li>➤ Allocate staff professional development in the budget</li> <li>➤ Community of learning practice groups (Action Research model).</li> </ul>	<ul style="list-style-type: none"> <li>➤ Individual and mentor</li> <li>➤ Executive Team</li> <li>➤ Individual Teachers</li> </ul>	<ul style="list-style-type: none"> <li>➤ Ongoing</li> </ul>	
9. To provide opportunities for staff to network effectively.		M		→	<ul style="list-style-type: none"> <li>➤ Within the school, and outside the school.</li> <li>➤ To develop stronger ties between SPLPS and GLC, LENS.</li> <li>➤ Identify and utilize staff members' personal strengths, interests and professional journey.</li> <li>➤ Common non-contact times with teaching partners.</li> <li>➤ Handover and report checking.</li> </ul>	<ul style="list-style-type: none"> <li>➤ LENS / LEQ Partnerships</li> <li>➤ Executive Team &amp; Staff</li> <li>➤ Deputy Principal</li> <li>➤ Executive Team</li> <li>➤ All teaching staff</li> </ul>	<ul style="list-style-type: none"> <li>➤ Ongoing</li> <li>➤ Beginning of each year.</li> </ul>	

10. To provide opportunities for staff to interact with each other in a social manner.			→	<ul style="list-style-type: none"> <li>➤ Continue the Staff Social Club ☺.</li> <li>➤ Birthday recognition.</li> <li>➤ Buddy week / Secret Santa.</li> <li>➤ Breakfasts.</li> <li>➤ Installation breakfast and end of year dinner</li> <li>➤ Morning Teas.</li> <li>➤ Interaction with School Council members.</li> <li>➤ Staff Wellbeing program.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Social Committee</li> <li>➤ Executive Team</li> </ul>	➤ Annually	
11. Provide effective communication processes			→	<ul style="list-style-type: none"> <li>➤ Check emails daily.</li> <li>➤ Open door policy.</li> <li>➤ Executive 10 min chat.</li> <li>➤ Ensure that the computer system is functioning.</li> <li>➤ ICT Tech informed of changes to staff members (email, TASS, Teacher Kiosk, access).</li> <li>➤ Pigeonholes – check daily.</li> <li>➤ Staff meetings for all stakeholders.</li> <li>➤ Use of phone message system &amp; phones in general.</li> <li>➤ School newsletters – all staff to read.</li> <li>➤ Staff calendar &amp; white board versions – Check daily.</li> <li>➤ Staff meeting minutes placed on sharepoint.</li> <li>➤ Develop, implement, analyse and action staff survey.</li> </ul>	➤ All Staff	➤ Ongoing	
12. Develop effective organisational processes		I/R R	→	<ul style="list-style-type: none"> <li>➤ The most up to date timetables are displayed in Staff Room.</li> <li>➤ Staff handbook available in staff room and digitally.</li> <li>➤ Provide a clear process for commencement and finish of employment (both permanent and on leave).</li> <li>➤ Daily arrival and departure process for all staff.</li> <li>➤ Review and adjust the school structure to meet the current and changing needs of SPLPS.</li> <li>➤ Provide critical incident plan (red folder).</li> <li>➤ Staff Handbook is kept current and updated.</li> <li>➤ School policy statements and procedures.</li> </ul>	➤ 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	'22	'23	'24	Activities	Human Resources	Review	Notes
1. To provide appropriate time for teacher collaboration in planning, teaching and assessment	<p>Planning and preparation / pastoral care meeting throughout each term</p> <p>Short term planning cycles</p> <p>Weekly common non-contact times</p>	R		→	<ul style="list-style-type: none"> <li>➤ Continue to provide weekly common non-contact times with teaching partners to plan collaboratively.</li> <li>➤ Continue to provide times for curriculum meetings and planning.</li> <li>➤ Provide time for across year level collaboration</li> <li>➤ Effective use of pupil free days.</li> <li>➤ Draw upon individual staff members' expertise.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Principal, Deputy, HOTL</li> <li>➤ Teachers</li> </ul>	➤ Ongoing	
2. To enable staff to keep abreast of and implement current curriculum practice and pedagogy	<p>Keep informed about the 2022 Australian Curriculum Review.</p> <p>Begin to give teachers professional development of the learning progressions.</p> <p>Time allocation and preparation for the mathematics curriculum update.</p> <p>Upskill our teachers.</p> <p>Review Daily Three and Daily Five.</p>	I/R		→	<ul style="list-style-type: none"> <li>➤ Keep informed about current curriculum practice and expectations, with the focus on the Australian Curriculum [AC] (ACARA, LEA, LEQ, ISQ, QCAA).</li> <li>➤ Share with teaching staff the current curriculum practice and expectations, at curriculum staff meetings.</li> <li>➤ Continue to integrate LQL, values and essential skills into planning and classroom practice.</li> <li>➤ Provide relevant Professional Development opportunities.</li> <li>➤ Make use of funding opportunities for specialised curriculum focus areas.</li> <li>➤ Inquiry learning philosophy and implement whole school practices.</li> </ul>	➤ HOTL	➤ Ongoing	



					<ul style="list-style-type: none"> <li>➤ Literacy and numeracy frameworks suited to agile learning e.g. Daily 5, CAFÉ, Daily 3 for whole school.</li> <li>➤ Continue to explore best practices in teaching and learning for the future.</li> <li>➤ Collect, collate and analyse data to provide direction for future teaching and learning pedagogy</li> <li>➤ Realign plans to a big idea framework.</li> <li>➤ Provide teachers a solid skeleton framework.</li> <li>➤ Develop a clear plan in Prep – Two with a science of reading approach.</li> <li>➤ Develop and enhance Year 3 – 6 spelling / phonics and morphology.</li> </ul>			
3. Continually build school curriculum plans for KLAS within the AC	<p>Investigate visible learning frameworks</p> <p>Continue to develop subject specific year plans to map teaching and assessment across the curriculum.</p>	I	P  I  I	I, R	<ul style="list-style-type: none"> <li>➤ Scope and sequence with AC.</li> <li>➤ Build upon Inquiry Learning (HASS, Numeracy &amp; Literacy, Christian Studies).</li> <li>➤ Growth Mindset culture.</li> <li>➤ Thinking skills in all KLAS.</li> <li>➤ Growing Deep: Capabilities Leading the Team.</li> <li>➤ Growing Deep: Capabilities Focusing on Outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>➤ HOTL</li> <li>➤ The Executive</li> <li>➤ HOTL, and All Staff</li> </ul> <p>Principal, HOTL</p>	➤ Ongoing	
4. To develop procedures and processes for ensuring Consistency of Teacher Judgements (CTJ)	<p>Establish assessment rubrics to explicitly align with achievement standards, begin using student centred language in rubrics.</p> <p>Continue to build a transparent and consistent culture around assessment on a five-point scale.</p>	I, R  I, R, E	I, R  I, R, E	I, R  I, R, E	<ul style="list-style-type: none"> <li>➤ Ongoing construction of year level rubrics and aligned with adjacent year levels, in regards to AC.</li> </ul>	➤ HOTL and Teaching Staff	➤ Ongoing	
5. To promote ongoing curriculum dialogue between SPLPS and other schools including GLC Caboolture & LENS	Continue to build and refine a transition program with SPLPS and Grace Caboolture	I, R, E	I, R, E	I, R, E	<ul style="list-style-type: none"> <li>➤ To provide times for relevant teachers to align planning guided by the AC.</li> <li>➤ Appropriate personnel to attend LENS and LEQ meetings.</li> <li>➤ Developing programs linked to specific KLA's in conjunction with GLC.</li> </ul>	➤ Deputy and HOTL	➤ Ongoing	

6. To continue to develop and deliver an effective Christian Studies program	To build staff capacity in the effective integration of a Christian worldview aligning with key curriculum themes.	P, I, E		→	<ul style="list-style-type: none"> <li>➤ Continue to implement and integrate Christian Studies Framework scope and sequence.</li> <li>➤ To keep abreast and inform all staff of curriculum development and resourcing, with the support of LEQ</li> </ul>	<ul style="list-style-type: none"> <li>➤ HOTL</li> <li>➤ Teaching Staff</li> </ul>	➤ Ongoing	
7. To integrate technology throughout the curriculum	Build teacher capacity with a range of digital technology programs hardware, and software.	P	I	I	<ul style="list-style-type: none"> <li>➤ Provide relevant Professional Development to staff.</li> <li>➤ Continue to support teachers in their understand in how technology can be embedded within their programs.</li> <li>➤ To ensure all classrooms have reliable interactive technologies, Wi-Fi, internet speed to support device load, and NAPLAN online.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Deputy and HOTL</li> <li>➤ Principal and Business Manager</li> <li>➤ HOTL and Business Manager</li> <li>➤ IT Tech</li> </ul>	Ongoing	
8. Provide effective reporting opportunities	Investigate progressive reporting.	P	I	I	<ul style="list-style-type: none"> <li>➤ Meet the NSSAB Regulations for reporting, with regard to AC.</li> <li>➤ NAPLAN online.</li> <li>➤ Using See Saw as a progressive reporting tool.</li> <li>➤ Using essential assessment as a progressive reporting tool.</li> <li>➤ Refine report cards through TASS.</li> </ul>	➤ HOTL and Deputy	Ongoing	
9. To develop and present a differentiated curriculum for individual needs	<p>Continue to build and refine NCCD data collection processes and procedures.</p> <p>To continue to collect and analyse data and effectively plan for individual student needs throughout the curriculum.</p>	I		→	<ul style="list-style-type: none"> <li>➤ Ensure students have access to Learning Support.</li> <li>➤ Develop extension opportunities (e.g. Virtual debating, RISE). GLC Mathematics extension program.</li> <li>➤ Provide opportunities for staff training in differentiation, adjustments and tiered intervention.</li> <li>➤ Modified programs for students with significant learning needs.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Learning Support Teachers</li> <li>➤ RISE Teacher /Classroom Teachers, HOTL, Principal</li> <li>➤ Classroom and Specialist Teachers, HOTL</li> <li>➤ RISE Teacher, HOTL and Classroom Teachers</li> </ul>	Ongoing	

<p>10. Deliver an environment of contemporary learning.</p>	<p>Continue to build teacher capacity in effective classroom management strategies within an agile environment.</p>	<p>I  I</p>	<p>M  M</p>		<ul style="list-style-type: none"> <li>➤ Maintain learning spaces/environments which promote and enhance best learning practices.</li> <li>➤ To continue to build a common language around agile classroom spaces.</li> <li>➤ Teachers engage in PD and research to support their understanding of agile and contemporary learning.</li> <li>➤ Present data to inform the school community regarding the flexible learning philosophy.</li> </ul>			
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## Vision 4 Buildings & Facilities

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

Goals	Strategies	'22	'23	'24	Activities	Human Resources	Review	Notes
1. Develop a schedule for the use, maintenance and refurbishment of buildings and facilities over the next 10 years based on actual and forecast student numbers.	To continue to explore the implications of amalgamating between SPLPS and Grace Caboolture.	P →			<ul style="list-style-type: none"> <li>➤ Communication with SPLC, SPLPS, Grace Caboolture.</li> <li>➤ Principal and BM's of campuses to meet.</li> <li>➤ 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.</li> <li>➤ Develop a grounds landscaping plan.</li> <li>➤ To ensure that any refurbishment takes into account the flexible learning nature of SPLPS.</li> <li>➤ Ensure that students' recreation and learning programs are considered.</li> <li>➤ Sustainability program</li> <li>➤ Review maintenance plan to determine refurbishment requirements.</li>   <li>➤ 10 Year Financial Projection.</li>   <li>➤ WH&amp;S internal audits.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Executive Team</li> <li>➤ Staff Input</li> <li>➤ P&amp;F Input</li> <li>➤ School Council Input</li> <li>➤ Planning committee (members being from the local Lutheran committee stakeholders).</li> <li>➤ LEQ Input</li> <li>➤ ISQ Input</li> <li>➤ Outside consultant</li> </ul>	➤ Annually Term 3	
2. Develop a time line for capital works based on actual and forecast student numbers		P/E →			<ul style="list-style-type: none"> <li>➤ To ensure that any new capital works takes into account the flexible learning nature, flexible pedagogy and the enrolments of SPLPS.</li> <li>➤ Investigate future capital work's needs.</li> <li>➤ Multipurpose hall in consultation with Grace Caboolture and SPLC</li> </ul>	<ul style="list-style-type: none"> <li>➤ Staff Input</li> <li>➤ P&amp;F Input</li> <li>➤ School Council Input</li> <li>➤ LEQ Input</li> </ul>	➤ Annually Term 3 / 4	
3. Provide adequate security		I M			<ul style="list-style-type: none"> <li>➤ To provide a checking system for windows, lights and doors daily.</li> <li>➤ Security light at night around the school.</li> </ul>	<ul style="list-style-type: none"> <li>➤ BM</li> <li>➤ BM / Maintenance</li> <li>➤ BM / Executive Team in consultation with the staff</li> </ul>	➤ Annually Term 3 / 4	

					<ul style="list-style-type: none"> <li>➤ Procedures for staff security for after-hours work at school.</li> <li>➤ Maintaining and installation of cameras</li> </ul>			
4. To provide bus services for student transport	To acquire a SPLPS fleet.	E/P/R	→		<ul style="list-style-type: none"> <li>➤ Liaise with Grace.</li> <li>➤ To examine options through local commercial bus companies.</li> <li>➤ Examine other LEQ school bus operations.</li> <li>➤ Training for staff in bus licencing.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Principal</li> <li>➤ Business Manager</li> <li>➤ Finance Committee / LEQ</li> <li>➤ Grace</li> </ul>	➤ Annually Term 3 / 4	
5. Maintain digital infrastructure.	Investigate possible Year 4 to 6 laptop BYOD  Investigate transition class set of Laptops for upper Primary	P  P	→		<ul style="list-style-type: none"> <li>➤ Maintain up to date technologies.</li> <li>➤ Continue iPad BYO prog. Year 1-6 (increase capacity to meet NAPLAN requirements).</li> <li>➤ Upgrade teacher devices and provide professional development on use.</li> <li>➤ Upgrade Prep and learning support iPads.</li> <li>➤ Investigate the introduction of virtual and augmented realities.</li> </ul>	<ul style="list-style-type: none"> <li>➤ HOTEL</li> <li>➤ Principal</li> <li>➤ Finance Committee.</li> <li>➤ LEQ (Director of Innovation and Technology)</li> </ul>		Review with Year 6 staff and students the use of keyboards.
6. To manage and process information in a secure, flexible and timely manner.	Rollout 2 factor identification	I, E, R	→		<ul style="list-style-type: none"> <li>➤ Use of recognised anti-virus / malware software on the school network.</li> <li>➤ Maintain filter system.</li> <li>➤ Continue to build the common staff area for the storage of files.</li> <li>➤ PD for staff in cyber security.</li> <li>➤ Creating and maintaining a culture of awareness of cyber security within the school.</li> <li>➤ Ensure staff devices are always running the latest OS.</li> <li>➤ Investigate ways of testing the school system for weakness.</li> <li>➤ Investigate building connections with JCSC.</li> </ul>	<ul style="list-style-type: none"> <li>➤ ICT tech. and committee to inform needs and maintain</li> <li>➤ Business Manager</li> <li>➤ ICT Committee</li> <li>➤ LEQ (Derek Bartels)</li> </ul>		

## Vision 5 Community Relations

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

Goals	Strategies	'22	'23	'24	Activities	Human Resources	Review	Notes
1. To foster an environment where positive relationships are evident.		I/R			<ul style="list-style-type: none"> <li>➤ Maintenance of school website, social media, web presence, newsletter.</li> <li>➤ Parent Information Sessions (e.g. Meet the Teacher, Specialised Areas, Formal Interviews).</li> <li>➤ Conduct a Parent, Staff and Student Survey.</li> <li>➤ Make a positive first impression.</li> <li>➤ Promote an active Parents &amp; Friends association.</li> <li>➤ 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, Family Book Club etc.).</li> <li>➤ Growing Deep: Capabilities Engaging the Community.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Principal and Marketing Advisor</li> <li>➤ Executive Team</li> </ul>	<ul style="list-style-type: none"> <li>➤ Ongoing</li> <li>➤ Term 4 Annually</li> </ul>	
2. Continue to foster open communication and a culture of transparency.		I/R			<ul style="list-style-type: none"> <li>➤ Newsletter, website, other digital means (e.g. social media).</li> <li>➤ Digital sign.</li> <li>➤ Classroom letters, Seesaw.</li> <li>➤ Conduct a Parent, Staff and Student Survey.</li> <li>➤ Promoting the SPLPS Strategic Plan.</li> <li>➤ Review of policies and access to appropriate policies.</li> <li>➤ Continue updating events board.</li> <li>➤ Family Administration Day.</li> <li>➤ Exit interviews</li> <li>➤ Parent Handbook.</li> <li>➤ Community Consultation Day.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Principal and Deputy, formed committees as required.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Ongoing</li> <li>➤ Term 3 Annually</li> <li>➤ Monthly</li> </ul>	
3. To provide opportunity for families to engage with their child's learning.		P/R	P/R	I	<ul style="list-style-type: none"> <li>➤ Parent/teacher/ student interviews review format.</li> <li>➤ Parent information evenings.</li> <li>➤ Open Door policy.</li> <li>➤ Education for parents on behaviour education and restorative practices.</li> <li>➤ Parent-teacher communication – e-mail, phone calls, celebrating student achievements, apps, Seesaw.</li> <li>➤ Parent workshops.</li> <li>➤ Showcase events and learning expos.</li> <li>➤ Agile tours.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Principal, Deputy, Classroom Teachers, Specialist Teachers</li> <li>➤ Congregational Ministry Council, Grace College</li> </ul>	<ul style="list-style-type: none"> <li>➤ Annually</li> </ul>	

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

					➤ To continue to encourage parents to volunteer in the classroom and various events.			
4. Maintain a marketing plan.		E/P/I		➤	<ul style="list-style-type: none"> <li>➤ Empower St Paul's community families to be our best marketers.</li> <li>➤ School information pack.</li> <li>➤ Open / Flexible Days (Principal Tours).</li> <li>➤ Promotional material supplied to early learning centres, Real Estate agencies and shopping centres.</li> <li>➤ Continue school involvement in local public functions (i.e. Anzac March, Show Display, Choir to Shopping Centre).</li> <li>➤ Continue to take opportunities to promote school life.</li> <li>➤ Investigate and showcasing the school and programs with the wider local community.</li> <li>➤ Regular Exec meeting debrief with marketing staff.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Principal, Deputy, Business Manager, Marketing Advisor</li> <li>➤ Marketing Advisor, St Paul's Staff.</li> </ul>	➤ Ongoing	

## Vision 6 School Governance Structures

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

Goals	Strategies	'22	'23	'24	Activities	Human Resources	Review	Notes
1. Amalgamation of SPLPS and Grace	Maintain a dialogue between SPLPS & Grace LC School Council.	P	P	I	<ul style="list-style-type: none"> <li>➤ Ensure planning of finances and building programs are done with a view to amalgamation in consultation with all relevant stakeholders.</li> <li>➤ Written agreement between SPLPS and GLC that the amalgamation should occur.</li> </ul>	<ul style="list-style-type: none"> <li>➤ School Council</li> <li>➤ School Exec (both campuses)</li> </ul>		
2. To monitor the compliance of SPLPS with all relevant legislation and LEQ requirements.					<ul style="list-style-type: none"> <li>➤ List of relevant legislation and requirements with current date.</li> <li>➤ Annual checklist to check compliance.</li> <li>➤ Annual Plan, based on strategies from Strategic Plan.</li> <li>➤ Ensure all staff receive Professional Development in the areas of Child Protection, Valuing Safe Communities, Workplace Health and Safety.</li> <li>➤ Financial &amp; Business Office compliance.</li> <li>➤ Growing Deep: Capabilities Leading the Team.</li> <li>➤ Review school policy documents.</li> <li>➤ Consult LEQ.</li> <li>➤ Ensure school policy documents are current</li> </ul>	<ul style="list-style-type: none"> <li>➤ LEQ, Principal, School Council</li> <li>➤ Deputy, Principal, Business Manager, WH&amp;S Officer</li> </ul>	➤ Ongoing	
3. Update of Strategic Plan.		E/P/I R			<ul style="list-style-type: none"> <li>➤ Review Strategic Plan.</li> <li>➤ Collate, analyse feedback and implement recommendations.</li> <li>➤ Community Consultation Day feedback.</li> </ul>	<ul style="list-style-type: none"> <li>➤ School Council, Parents, Executive, Staff</li> </ul>	➤ Annually	
4. To develop and implement an ongoing financial plan.		I/R			<ul style="list-style-type: none"> <li>➤ Review the 10-year Financial Plan (resources, Professional Development, personnel, capital expenditure).</li> <li>➤ Annual budgeting process to be transparent.</li> <li>➤ Adapting the Digital Technologies and Agile resourcing plan.</li> </ul>	<ul style="list-style-type: none"> <li>➤ LEQ</li> <li>➤ Business Manager, Principal</li> <li>➤ School Council, Finance Committee</li> </ul>	➤ Annually Term 4	



					<ul style="list-style-type: none"> <li>➤ Promote banking with LLL.</li> <li>➤ Liaise with LEQ.</li> </ul>		
5. To ensure all members of the governing body receive professional development on governance.		I/R			<ul style="list-style-type: none"> <li>➤ Attend LEQ and ISQ governance workshops.</li> <li>➤ Professional readings.</li> <li>➤ Visit LEQ Executive.</li> <li>➤ Consideration in budget and forecast.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Council Chairperson</li> <li>➤ LEQ</li> <li>➤ ISQ</li> </ul>	➤ Ongoing
6. To develop and implement a strategic school risk register.		I/R			<ul style="list-style-type: none"> <li>➤ Maintain and review the Strategic Risk Register.</li> </ul>	<ul style="list-style-type: none"> <li>➤ School Council and LEQ</li> </ul>	➤ Ongoing on a monthly basis.
7. Build relationships between the school staff and School Council	Updating School Council of about what is happening in school life.				<ul style="list-style-type: none"> <li>➤ Presentations at School Council of aspects of school life.</li> <li>➤ School staff invited to attend as a visitor.</li> </ul>	<ul style="list-style-type: none"> <li>➤ School staff</li> <li>➤ School Council</li> </ul>	➤ Ongoing