

Lutheran Education Australia
Strategic Plan 2016-2018

Our purpose and mission

Lutheran education and care is grounded on Christian beliefs and values and celebrates excellence in all dimensions of learning and teaching. *The gospel of Jesus Christ (which) informs all learning and teaching, all human relationships, and all activities* is the lens through which Lutheran education is viewed. [The LCA and its schools]

Our mission is to work with our schools and early childhood education services to ensure we have a flourishing collaborative national Lutheran education system of inclusive, high quality, future-focused education, where young people engage in deep learning to live purposeful, confident lives of active service.

We do this through living out our faith with the following values:

Our values

Love (adore, worship, care for, devotion to, fidelity, kindness, peace, trust, resilience, happiness, have esteem for, honour...)

Justice (integrity, honesty, truthfulness, honour, veracity, uprightness, fairness...)

Compassion (mercy, sympathy, empathy, concern, kindness, consideration, gentleness, care...)

Forgiveness (benevolence, grace, mercy, amnesty, excuse, pardon, understanding, kindness, absolve, acquit, reprieve...)

Service (help, assistance, benefit, good turn, aid, support, good deed, charitable act, faithfulness...)

Humility (humbleness, modesty, unassuming nature, meekness, gentleness...)

Courage (valour, bravery, nerve, pluck, daring, fearlessness, fortitude, boldness, perseverance, intrepid...)

Hope (expectation, trust in, faith in, anticipation, look forward to, expect, desire, aspire, optimism...)

Quality (value, worth, excellence, merit, effort, usefulness, of important...)

Appreciation (admiration, approval, enjoyment of, gratitude, thankfulness, value, recognition, respect, wonder and awe, comprehension...)

Full descriptors for these values including biblical references are available

at: <http://www.lutheran.edu.au/assets/Uploads/pr/general/A%20vision%20for%20learners%20and%20learning%20Booklet.pdf>

Our strategic objectives

To help guide us in our mission, Lutheran Education Australia has created a three year strategy that is aligned to the LCA strategy and based around three key priority education themes that will form the focus of activity and priority for LEA over 2016-2018:

THEME 1: Strengthening Lutheran identity

- Ensuring all school communities are embodying and expressing the values of Lutheran Education (LE) – working towards and integrating the national *Growing deep* framework within all schools and sites
- Consistent branding that brings together schools and sites from across Australia into one family of schools and early learning centres
- LE future planning is in alignment with the LCA's strategic direction *Where love comes to life* (Grow as God's people, Go as God's people, Enable us to go and grow)

THEME 2: Enhancing and celebrating thriving learning communities

- Building and celebrating high-performing leaders and leadership teams at all levels (through *Growing deep*)
- Consistent ongoing improvement across all sites – deep engagement in high quality teaching and learning and embracing community in our learning experiences and journeys
- Bring the best learning and research into LE – look out, above and beyond. High quality national and international research, learning and professional development (links to some of the websites and experiences our people are involved in)

THEME 3: Ensuring long-term system sustainability

- Long history, long future. LE has been in Australia for 176 years – taking action together to flourish and thrive for another 176 years
- Build cutting edge, best-practice governance and risk mitigation and management to strengthen the national system of ECEs and schools
- Build a social and ecological vision for LE where social, economic and environmental sustainability are foundations for taking action to serve our people and our planet

Each theme has a number of strategic objectives that will form the focus of activity and priority for LEA over 2016-2018. Each strategic objective in turn is achieved and measured through the delivery of clearly defined initiatives or actions.

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Strategic Objectives	Initiative/Action	KPI	Responsibility	Timeline
1.1 Establish clarity on governance and LE’s relationship with LCA and the LE regions	a) In partnership with GCC and the regions, redefine the governance role of the Board for Lutheran Education Australia to enable national consistency (and enhance resource sharing to support and maximise national educational improvement)	Receive and implement LCA and BLEA LE governance report and recommendations	LEA Executive Director BLEA NLT Regional education councils	2016 (receive) 2017-18 (develop and implement) 2018 (synod endorsement) 2019 (in full operation)
		Development and rollout of a LE governance handbook, process and training program for all LE entities	LEA Executive Director LEVNT Operations Manager	2017
		Review and embed within all LE governing bodies in Australia	LEA Executive Director LEVNT Operations Manager	2017-2018
1.2 Articulate and strengthen Lutheran identity	a) Use <i>Growing deep</i> to promote a clear understanding of Lutheran identity through regional and local engagement b) Rollout strategy of <i>Growing deep</i> nationally c) Development of national <i>Growing deep</i> tools and processes to enhance application across all learning sites	Regional rollout School rollout, engagement and application	Director of Formation	2015-2016 2016-2017
		Development of National Strategic Rollout Plan	NLT / Director of Formation	2015-2016
		Development of actual tools and processes (such as, appraisal tools for directors and principals) based on <i>Growing deep</i> Tools and processes are available for all leaders on the LEA website as they’re developed	NLT / Director of Formation	2015 – 2017 based on national rollout strategy 2016-2017

	d) Re-design current formation and leadership programs as tertiary recognised credit courses. Ensure <i>Growing deep</i> is embedded within these programs	Courses accredited and operational	Director of Formation	2017
1.3 Promote and advocate Lutheran education identity (both LCA and external)	a) Ensure that the LEA strategic plan supports and aligns with the LCA strategic direction <i>Where love comes to life</i> where relevant: 1. Grow as God's people 2. Go as God's people 3. Enable us to go and grow	Audit of the strategic plan to ensure it supports LCA's strategic direction	LEA Executive Director BLEA Regional education councils	2015
	b) Explore and engage in new forms of collaboration and cooperation with other LCA agencies as appropriate	Documented evidence of collaborative efforts with each of the LCA agencies	LEA staff NLT	2015
	c) Explore and implement ways in which school pastors and chaplains can be more effectively supported as they minister in a school context	Establish LEA Ministry Personnel Taskforce Promote and facilitate bi-annual conference for chaplains and pastors Gather and share new resources via LEA website	LEA Executive Director Related regional staff	2016 2017 conference 2017 post conference – share resources on LEA website
	d) Assist schools in the development of international partnerships	Guidelines and database for international partnerships in place	LEA Executive Director, ALWS, LCA International Mission	
1.4 Clarity around branding	a) LEA and the regions acknowledge via branding the unity of the LCA and Lutheran education across Australia as ECE's and schools of the Lutheran Church of Australia	Consistent national branding in place (websites, stationary, letterhead business cards, design guides etc)	NLT BLEA Regional education councils	2016

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2.1 Use research to develop strategies and opportunities to grow high performing leaders across LE nationally	a) Ensure all LE entities have access to high quality data which acknowledges Department of Education compliance requirements	Development of appropriate data sets. Quality Schools, NAPLAN and other relevant areas)	NLT	2016
	b) Strengthen leadership performance at all levels (including educational, business and pastor/chaplain leaders as well as LE administrative and regional roles) aligned to <i>Growing deep</i> . Identify ways to celebrate and reinforce learning and growth	Documented appraisal systems. Documented personal learning plans. National leader appraisal process (aligned to <i>Growing deep</i>) is designed, developed and implemented for all leaders	NLT LEA Executive Director Director of Research and Development	2016
		Measureable improvement in <i>Growing deep</i> capability levels across leaders nationally. Leaders requesting involvement in <i>Growing deep</i> initiatives	LEA staff NLT Director of Research and Development	Annual report to BLEA
	c) Focus LPA in its role of supporting principals through promoting principal collegiality, wellbeing and spiritual development	Research the role and function of LPA	Director of Research and Development, NLT and LPA Executive	2016
d) Develop robust workforce succession plan (including leadership succession using <i>Growing deep</i>)	Mentoring program designed and in place. National principals conference held. Regional spiritual development programs in place			
		Documented strategy for leadership succession – BLEA, NLT, school and site leaders. As well as workforce succession. Leadership/professional candidate pipeline database established, built and maintained	NLT and Director of Research and Development and Director of Formation	2016 (commence) – 2017

2.2 Seek relevant research and learning opportunities to positively impact the quality and excellence of student learning and engagement	<p>a) Ensure all in Lutheran education are exposed to high quality professional development, research and learning in order to:</p> <ul style="list-style-type: none"> • build networks and relationships • consider relevant research • engage key educational leaders • enhance and celebrate learning communities for Lutheran education • enhance principal and staff professional practice and reflection • further improve Lutheran education resources which are accessible to all Lutheran schools via LEA website and other avenues <p>b) Move to 1:3</p>	<p>Evidence of attendance to conferences (NLPC, ACLE, ICSEI, ACEL, INTASE, AHISA, JHSSA, IB, ASCD, AICD, ALEA, LEA-USA), papers produced, professional development opportunities sponsored and implemented. Annual budget created to support applicants for appropriate opportunities. Formal and informal feedback from schools and learning sites</p>	NLT and Director of Research and Development	2016+
2.3 Redefine and promote Lutheran education career and professional learning pathways	<p>a) Redefine tertiary qualification pathways and partnerships</p> <p>b) Encourage and embed formal study and research into relevant areas of Lutheran education</p> <p>c) Promote LEA Academic Scholarships</p>	<p>Develop and promote LE career pathways (from secondary to tertiary students)</p> <p>Number of people involved in research degrees focusing on strategic challenges of LEA</p> <p>A documented and advertised scholarship scheme. Number of inquiries and no. of scholarships provided</p>	<p>LEA Director of Formation</p> <p>LEA Director of Formation, Director of Research and Development</p>	<p>2016</p> <p>2017</p> <p>2017</p>

THEME 3: Ensuring long-term system sustainability

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Strategic Objectives	Initiative/Action	KPI	Responsibility	Timeline
3.1 Ensure funding sustainability and financial resilience for all Lutheran schools	a) Ensure systemic opportunities are pursued and consensus built to maximise federal funding levels by engaging schools, regions the LCA and Districts	A risk benefit analysis developed for a single system funding authority and a decision made in relation to implementation	BLEA Regional councils NLT LEA and Regional Business Managers	2016 Term 1.
	b) Support regions and schools in their understandings of current and future system funding models to build school financial resilience, to assist schools at risk and to ensure funding agility	A plan to adapt to current and ongoing government initiatives	LEA and Regional Business Managers	2016
	c) Identify ways that system funding can advantage the establishment of future Lutheran schools in a deliberate and planned manner	BLEA national asset management portfolio developed: for the research and evidence based identification, establishment, financing and approval of schools and ECEs	LEA and Regional Business Managers, LLL General Manager	2017
	d) Identify potential corporate advantages for schools (eg, ICT, infrastructure, purchasing power, PD training, finance)	Identification and implementation of new and more efficient structures, financing and purchasing opportunities (eg. power, insurance, finance, digital access)	LEA, Regional Business Managers and LLL CEO	End 2017
	e) Develop a strategy to ensure all loans are funded by LLL	Refinance all non LLL loads to LLL loans	LEA, Regional Business Managers and LLL CEO	2016

3.2 Build educational governance and financial capacity	<p>a) Develop a nationally consistent approach to board and council governance functions (such as, recruitment, induction, training and appraisal)</p> <p>b) Identify opportunities to minimise finance and governance risks through skills-based relationships and alliances</p>	<p>An agreed governance training plan is established.</p> <p>A training program for governance, finance and risk mitigation is implemented</p>	<p>LEA Executive Director LEVNT Operations Manager</p> <p>NLT</p>	<p>2016</p> <p>2016</p>
3.3 Enhance risk management and mitigation	a) On behalf of the LCA, develop and implement a nationally consistent risk mitigation strategy in which risk is identified, managed and reported	<p>Establish national risk management taskforce.</p> <p>Documented risk management strategy.</p> <p>Documented national risk management matrix and resource framework.</p> <p>Boards, councils, principals and business managers educated and capable of applying the framework.</p> <p>Risk is effectively and regularly identified, managed and reported nationally and consistently</p>	<p>LEA Executive Director LEA Business Manager LEVNT Operations Manager External consultant/expert</p>	2016-2018
3.4 Appreciate, acknowledge and care for people (within in Lutheran education and the wider communities) and planet.	<p>a) Implement a consistent approach to service recognition and award</p> <p>b) Promote, coordinate and supply resources to support school service learning activities (including people, communities and planet)</p> <p>c) Support and encourage schools to put examples of service learning on their websites</p>	<p>Agreed national guidelines for service recognition and awards</p> <p>Database of resources on LEA website</p> <p>Development of Lutheran Earthcare resources for ACLE5 and beyond</p> <p>Percentage of schools with active service learning programs.</p> <p>Percentage of schools with examples of service learning on their websites</p>	<p>NLT</p> <p>LEA Executive Director LEQ – Executive Officer Curriculum</p> <p>ACLE5 planning committee</p> <p>LEQ – Executive Officer Curriculum</p>	2016
3.5 Clarify the relationship and responsibilities for early childhood services	a) Develop a proposed preferred future for the appropriate management, support and oversight of early childhood services	<p>Provision of expert, professional report on preferred future for the appropriate management, support and oversight of early childhood services.</p> <p>Agree and implement recommendations as appropriate</p>	<p>NLT LEA Early Childhood Working Party</p>	<p>2016</p> <p>2017+</p>