

9. Section 1a – School Operational Plan 2023



**ESTABLISH WHOLE SCHOOL OF EXCELLENCE
WITH K-10 RETENTION + GROWTH**

**3 YEAR GOAL
2023 - 2025**

**140 Funded
Students**

**GROUNDWORK FOR HIGH SCHOOL GROWTH
(ON TOP OF STRONG FOUNDATIONS)**

**1 YEAR GOAL
2023**

**Improved High
School Standards**

CHANGE PROJECTS

Collaborative Planning

- Time for cross-curricular planning incl. outdoor learning in curriculum
- Peer obs. + follow up



Enforce HS Standards

- Clarify HS behavioural + teaching standards
- Target 1-2 key areas → embed + measure etc.



Leadership Restructure

- Define lines of authority + communicate changes
- Advertise K-10 positions
- Recruit for 2024 roll out



Building Quick Wins

- Build 'mature' green-area + gaga pit for HS
- Plan for extra PS toilets
- Wall in loft / efficiencies



Early Learning Prog.

- Fund, design + develop ELP as feeder for Kinder
- Reboot P&F → greater sense of community



CORE BUSINESS

Teaching + Learning

- Teaching students, curriculum, bush discovery, NAPLAN



Health + Wellbeing

- Healthy staff, healthy students, prayer, behaviour management



Vision + Faith

- Christian identity, faith stories, character dev, Board engagement



HR + Staffing

- Recruitment, PD, leave, timetables, staff comms, staff appraisals + performance mngmt



Business + Facilities

- Systems + processes, finance, grants, facilities, reporting + compliance



10. Section 1b – Board Operational Plan 2023



NCS BOARD PLAN 2023

**ESTABLISH WHOLE SCHOOL OF EXCELLENCE
WITH K-10 RETENTION + GROWTH**

**3 YEAR SCHOOL GOAL
2023 - 2025**

**GROUNDWORK FOR HIGH SCHOOL GROWTH
(ON TOP OF OUR STRONG FOUNDATIONS)**

**1 YEAR SCHOOL GOAL
2023**

**COMPLETE A REALISTIC NCS PROPERTY PLAN
TO ACCOMMODATE 140+ K-10 STUDENTS**

**1 YEAR BOARD GOAL
2023**

KEY BOARD PROJECTS

Strategic Property Brief

- Create a working group
- Write detailed property brief for single streaming
- Include HS specialist + recreational spaces + ELP + covered areas + business / admin team for 140 -160 students

Engage Architect

- Engage architect to do NCS property plan including Tudor house
- Identify priority projects
- Do costings / budgets / fundraising planning
- Initiate building approval processes etc.

Business Team Review

- Engage consultant for an external review of business / admin team, with recommendations
- Document a 3-year sustainability plan
- Strategic support of Community Relations Officer to market NCS

SRB Submission

- Support the School Registration Board submission for 2023
- Ongoing governance and strategic oversight for risk and compliance challenges

Prepare for Legislation

- Prayerfully consider how to safeguard the Christian education / faith-focus of NCS if anti-discrimination legislation is introduced
- Start to put in place policies and practices in advance if needed



II. Section 2 – Three Year Projects

1.0	<i>Educational Standards and Cross-Curricular Learning</i>				
Projects / Activities	<i>1.1 Strengthen Collaborative Planning in High School</i>	<i>1.2 Enforce Educational and Behavioural Standards in High School</i>	<i>1.3 Develop High-School Single Streaming (15+ Students In Each Year Level)</i>	<i>1.4 Leadership Restructure</i>	<i>1.5 Strategies To Invest In Extension Students</i>
Timelines*	2023-2024	2023-2024	2023-2025	2023-2024	2023-2025
Project detail	<p>Schedule time for cross-curricular planning to improve teaching and learning outcomes.</p> <p>Build in cross-curricular integration of outdoor learning across different subjects.</p> <p>Peer observation, feedback and follow up; external moderation with partnership schools.</p>	<p>Clarify the behavioural and teaching standards expected of all staff and students in High School, in line with policies.</p> <p>Update the school handbook.</p> <p>Identify and target 1-2 key standards to begin with – communicate, measure and enforce over time.</p>	<p>Commence some single stream subjects in some year levels in High School in 2023.</p> <p>Prepare for single streaming of Year 7 in 2024, with strategies for retaining students.</p> <p>Prepare for single streaming of all High School year levels by 2025-2026.</p>	<p>Define roles and responsibilities, and lines of authority/reporting.</p> <p>Approve, communicate and advertise K-10 positions in 2023 – Director of Teaching and Learning and Head of Welfare and Behavioural Management.</p> <p>Implement by early 2024.</p>	<p>Develop strategies to extend high-performance students, led by the Director of Teaching and Learning</p> <p>Consider adding the “Children’s Extension University 7-14 program” at NCS.</p> <p>Train and support teachers to implement strategies.</p>
Barriers to Implementation	<p>Historical barriers of working in silo streams rather than coordinating scope and sequences; time for collaborative planning and conversations.</p>	<p>Potential resistance amongst some staff / students to enforce consistent standards; difficulty in monitoring behaviour in classrooms.</p>	<p>Reputation of High School is not ideal with too many students leaving after Primary School.</p> <p>Lack of mature spaces, specialist teaching areas etc.</p>	<p>Communication and buy in needed across community.</p> <p>Restructure will benefit some and disadvantage others; healthy processes are required.</p>	<p>Lack of time for classroom teachers to differentiate learning.</p> <p>Balancing the needs of students with learning needs.</p>
Expected Outcomes	<p>Improved teaching and learning outcomes through better alignment of subjects; improved consistency and predictability for students in High School.</p>	<p>Consistency in HS behaviours and teaching standards, resulting in better learning, attendance, completion of homework, dress codes etc.</p>	<p>Improved academic reputation and retention of 85% of students from Primary School, with new students joining in High School.</p>	<p>More support for Principal with redistribution of responsibilities.</p> <p>Better integration of Primary and High Schools, with alignment of roles to strengths.</p>	<p>Increased academic reputation of High School.</p> <p>Increased retention of high-performance students.</p>

* Rather than map out a fixed implementation timeline beyond 2023, which is likely to change, we have provided a table of ‘likely’ projects to be discussed each year when creating an annual operational “plan on a page.”

2.0	<i>School Buildings and Physical Spaces</i>				
Projects / Activities	<i>2.1 Build “Mature” High School Garden / Recreation Space</i>	<i>2.2 Other Quick Building / Facilities Wins To Address Urgent Needs</i>	<i>2.3 Create a Strategic Whole-School Property Plan (Architectural map)</i>	<i>2.4 Funding and Re-development of Tudor House and other spaces</i>	<i>2.5 Other Building Projects Based On NCS Whole-School Property Plan</i>
Timelines*	2023	2023-2024	2023	2024-2025	2025 onwards
Project detail	Develop a mature outdoor space / hang-out area for High School students, including a garden, boxing bag, pizza oven. Build a Gaga Ball pit for high school students.	Design, fund and build additional toilets in the Primary School. Improve the “bell” system – identify a bell technician and add a second system (or find a creative / alternative system). Redesign / soundproof spaces (Loft, IT, Arts, Fish Bowl) to improve utilisation and efficiency.	Clearly define what “success” looks like, and a detailed brief outlining the spaces / functions required across NCS. Consult with staff and students in dreaming / design stages. Architecturally designed property plan, including Tudor house redevelopment.	Identify priority developments and gain accurate costings. Allocate budget +/- building fund / fundraising strategies. Building / site designs, building approvals, engaging of builders and initiation of projects etc. Fervent prayer to trust in God.	Staged development of NCS site based on overarching property plan as funding allows.
Barriers to Implementation	Lack of physical space; budget required to improve area	Lack of funding and time required to design, subcontract and build or renovate areas. Lack of dedicated staff resources to drive these projects.	Significant lack of space (land-locked school property) requiring creativity and realistic planning for the future. Lack of funds to develop site.	Lack of funds for significant building works, with rising material / workmanship costs. Time required for building approvals and development. Drop in enrolment numbers.	Lack of funds for significant building works, with rising material and workmanship costs. Time required for building approvals and development.
Expected Outcomes	Appropriate hang-out / private spaces for existing High School students, increasing satisfaction and improving retention.	Suitable access to toilets for Primary School students. Improved utilisation and access to existing spaces for High School. The bells work correctly catering for High School and Primary School recess and lunch breaks.	A smart, well-thought out overarching site plan to support long-term growth and sustainability of the Primary and High Schools.	NCS site supports growth to 140 students, with single streaming in High School, specialist teaching spaces, business / admin offices, mature recreational spaces and covered areas for students.	NCS site supports growth to 140 students, with single streaming in High School, specialist teaching spaces, business / admin offices, mature recreational spaces and covered areas for students.

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3.0	<i>Marketing, Intake and Community</i>				
Projects / Activities	<i>3.1 Development of Early Learning Program</i>	<i>3.2 Recruitment of Community Relations Officer and Better Marketing</i>	<i>3.3 Tighten Up Enrolment Processes and Screening Program for New Families</i>	<i>3.4 Re-instate Parents And Friends Group To Strengthen Community</i>	<i>3.5 Communication Strategies To Increase Retention From Primary To High School</i>
Timelines*	2023	2023	2023-2024	2023	2024-2025
Project detail	<p>Identify a space for program to be hosted.</p> <p>Fund, recruit, design and implement a Play Group / Early Learning Program to engage the local community.</p> <p>Start with 3-hours a week of funded time.</p> <p>Market program with support of Community Engagement Officer.</p>	<p>Recruitment and onboarding of a Community Relations Officer</p> <p>Develop marketing messages / materials to encourage interest in the school.</p> <p>Advertise and promote “Annual Outdoor Learning Day” to promote the best of NCS and support engagement in the local community.</p>	<p>Tighten up enrolment processes and screening for new families, ensuring good communication / understanding of expectations, partnership support and responsibilities.</p> <p>To develop a compulsory parent induction process to ensure the healthy alignment of parent expectations, with school expectations and culture.</p>	<p>Consult with parents and find someone to re-imagine and reboot the P&F (Parents and Friends) group.</p> <p>Develop a new name, define a clear purpose, and goals for 2023.</p> <p>Invite parents to join group and initiate some quick wins.</p>	<p>Clearly identify barriers that prevent Primary School students and their families from continuing into High School.</p> <p>Communicate with parents about how these barriers are being addressed.</p> <p>Continue building a sense of momentum and positive change as per plan.</p>
Barriers to Implementation	Time to recruit the right person and allocate appropriate resources to run a great program.	Limited resources and challenge of finding appropriate staff member to promote NCS and build partnerships.	Time required to engage parents on a regular basis. Difficulties in coordinating induction process for new families.	Busyness of parents and challenge in running a volunteer-led group post COVID.	<p>Negative reputation of the high school amongst some parents.</p> <p>Lack of size, facilities and critical mass impacts momentum in the High School.</p>
Expected Outcomes	<p>Increased visibility of school in the community.</p> <p>Increased enrolments in Kindergarten by acting as a feeder system.</p>	<p>Increased visibility and awareness of the school’s vision and offerings in community; increased enquiries and walk-through’s as a direct result of marketing activities.</p>	<p>Stronger buy-in and support from parents, and realistic expectations about what NCS can / cannot deliver for students with learning needs.</p>	<p>Increased sense of community and engagement in parents across NCS.</p> <p>Increased enthusiasm / hope / momentum across the school community.</p>	<p>85% of Primary School students are retained into High School, enabling single streamed subjects and growing momentum.</p>

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4.0	<i>Systems, Administration and Governance</i>				
Projects / Activities	<i>4.1 Achieve 3-5 Year School Accreditation with SRB (School Registration Board)</i>	<i>4.2 External Business and Administration Review</i>	<i>4.3 Roll Out Of Office 365 With Training + Intranet Development</i>	<i>4.4 Ongoing Training and Development of NCS Board Members +/- Succession Plan</i>	<i>4.5 Board Oversight and Governance of Foreseeable Risks</i>
Timelines*	2023	2023-2025	2023-2024	2023-2025	2023-2025
Project detail	<p>Complete 'school registration module' on CompliSpace.</p> <p>Collate teaching and learning documentation; submit evidence to SRB by 31st March 2023.</p> <p>Ongoing school improvements.</p>	<p>Engage consultant to review functions of Business Manager & admin team, and document recommendations.</p> <p>Develop a 3-year sustainability and succession plan to redesign roles, redistribute workloads, and mitigate risks of key person dependencies.</p>	<p>Roll out of Office 365, including Microsoft Teams, Microsoft OneNote, Microsoft SharePoint and Microsoft Class Teams (educational platform).</p> <p>Development of NCS Intranet using SharePoint.</p> <p>Training and reinforcement of habits across staff /students.</p>	<p>Ongoing governance, risk and compliance, and financial training for Members of the Board, utilising CEN resources.</p> <p>Consider succession planning for the Chair of Board and sharing roles broadly.</p>	<p>Board strategic meetings to manage foreseeable risks that may affect NCS, including financial, compliance and human resourcing risks.</p> <p>Stamp Duty resolution.</p> <p>Preparation for anti-discrimination legislative that may impact recruitment.</p>
Barriers to Implementation	<p>Time availability for Principal, Business Manager, teachers.</p> <p>Updating of policies and documentation in some areas required for SRB accreditation.</p>	<p>Lack of resources to support the Business Manager functions.</p> <p>Lack of deep knowledge about school compliance & business operations across the Board.</p>	<p>Lack of dedicated IT specialist / change manager for project.</p> <p>Inconsistent devices / operation systems across school making implementation complex.</p>	<p>Lack of time for volunteer Board members.</p>	<p>Complexity of addressing future issues when reactive / pressing issues are at hand.</p> <p>Lack of time for volunteer Board members.</p>
Expected Outcomes	<p>Achieved SRC accreditation (3-5 years) during the life of the plan.</p>	<p>Business Manager's role becomes more sustainable, with risks and responsibilities shared by other staff / subcontractors.</p> <p>Reduced risks to school, with a broadening of compliance knowledge & responsibilities.</p>	<p>Office 365 successfully implemented across the school, with adequate training and acceptance / uptake.</p> <p>Functional Intranet being used across NCS community.</p>	<p>Continual development of the NCS Board, with growing passion, momentum and skill as the governing body of the school.</p>	<p>NCS Board is proactively managing foreseeable risks and preparing the school to respond appropriately.</p> <p>Spiritual oversight and management of financial, compliance and legal risks.</p>

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Appendix I – NCS Statement of Faith

This appendix outlines the Statement of Faith for Newstead Christian School.

We believe in:

- One God, perfect and holy, eternally existent in three persons: the Father, the Son and the Holy Spirit.
- Jesus Christ, His deity, atoning death, bodily resurrection, ascension to heaven and personal return in power and glory.
- The Holy Spirit is a divine person by whose agency alone man can be brought to salvation through Christ.
- The Holy Scriptures, consisting of Old and New Testament divinely inspired as originally written, supreme in authority.

We affirm that:

- The believer's walk of obedience and faith involves the Holy Spirit working in people's lives to develop the character of Christ within them (Galatians 5:22-23.)
- Effective Christian service is only possible through the empowering of the Holy Spirit (1 Corinthians 12:1-11.)
- God created humans as either male or female (Genesis 1)
- God's intended family unit is a man and woman in marriage and their children.

Appendix 2 – NCS Distinctives with Scripture

This appendix outlines the guiding principles and distinctives that shape our culture at Newstead Christian School.

School

Our school is a place where students are disciplined, both through the teaching they receive and the model offered through the lives of the staff.

Our school is anchored in the Word of God, allowing it to shape our worldview and curriculum¹.

Our school teaches the Australian curriculum through the lens of a Christian worldview.

Our school is empowered² and guided³ by the Holy Spirit and exercises the Spirit's gifts in freedom⁴.

Our school pursues healthy community and to do that well, we look to the example and teachings of Jesus⁵.

Our school fosters Godly relationships underpinned by love, grace, honour, acceptance and forgiveness⁶.

Our school seeks to make learning meaningful, engaging and fun.

Students

Our school recognises the unique and God-given identity⁷ of each student, and we seek to educate accordingly, that they would reach their full potential.⁸

Our students excel in wisdom,⁹ character and education.

Our students' grounding in God's truth equips them with the discernment to make wise choices.¹⁰

Our school equips students for life in the 21st Century providing them with biblical values¹¹ for the workplace and global environment.

¹ 2 Tim 3:16-17,

² John 3:6, Acts 1:8

³ John 14:26, Rom 8:26, Gal 5:16

⁴ 1 Cor 12:8-12, Eph 4:7-13, Rom 12:3-8

⁵ Matt 18:15-17, Eph 4:31-32

⁶ 1 Pet 4:8-10, Rom 15:7, Rom 12:3-19, Eph 4:31-32

⁷ Gen 1:26-27, Jer 1:5, 1 Pet 2:9,

⁸ John 10:10, John 15:16, Eph 2:10

⁹ Prov 4:6-7, James 3:17

¹⁰ Heb 5:14, James 3:17

¹¹ Luke 6:31, Rom 13:8-10

Personnel

Our board and staff live their whole lives in such a way that demonstrates a personal and deepening relationship with Jesus¹².

The outworking of this will be seen in our board and staff continually growing in Christ-like character, exhibiting the fruits¹³ and gifts¹⁴ of the Holy Spirit, and reflecting God's love and power as they serve students, their families and the community¹⁵.

We are committed to supporting one another¹⁶ in our personal relationships with Jesus, inviting and challenging¹⁷ each other to live humbly, transparently, and accountably in all aspects of our professional, public, and private lives.

Professional development is important to us because we acknowledge that learning is lifelong. We want to fulfill our calling with excellence¹⁸ and model to our students what it means to continually grow in developing our potential. We value the power of learning in community, both from one another and with one another¹⁹.

Parents

Our school acknowledges that parents bear the primary responsibility for the education²⁰ and care of their children and we seek to partner with them in this endeavour.

Good communication between school and parents is vital for students to thrive. We acknowledge that this is the responsibility of both sides of the partnership.

We believe parents have an invaluable part to play in the community of the school, therefore we encourage their participation in Parents and Friends, events, excursions, activities, and the LAP (Learning Assistance Program).

¹² Luke 10:27, Eph 4:14-16

¹³ Gal 5:22-23

¹⁴ 1 Cor. 12:8-12, Eph 4:7-13, Rom 12:3-8

¹⁵ Heb 10:24, John 13:35

¹⁶ 1 Thess 5:11

¹⁷ Eph 4:29, Heb 10:24

¹⁸ Col 3:23

¹⁹ 1 Cor 12:12-30

²⁰ Deut 6:6-9, Prov 22:6, Eph 6:4

