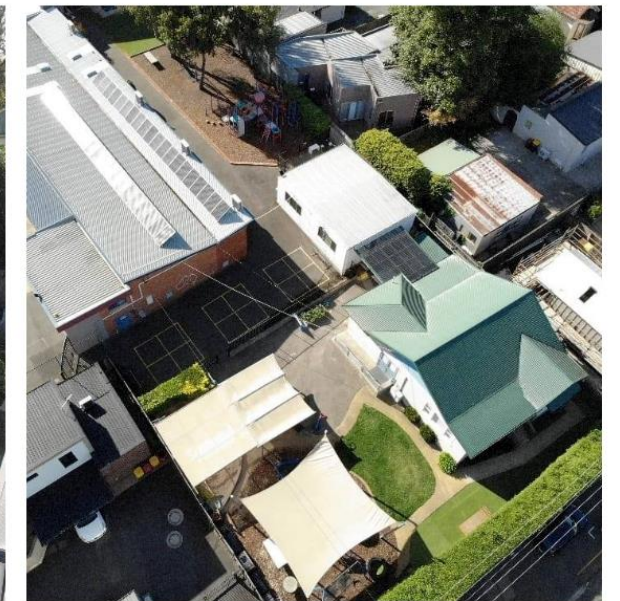
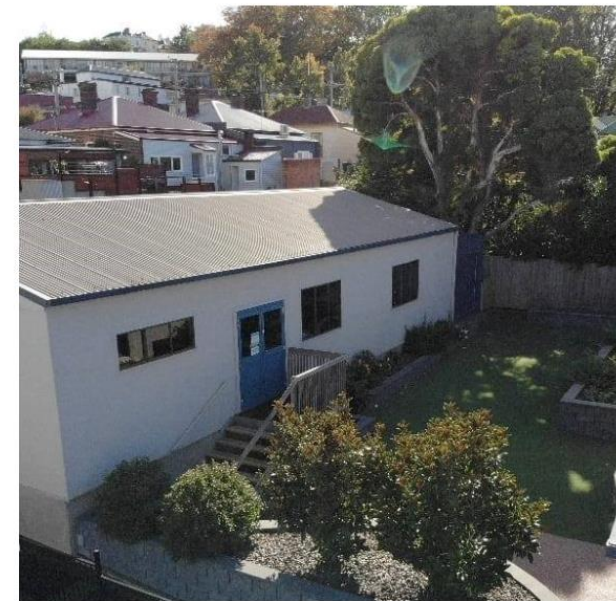
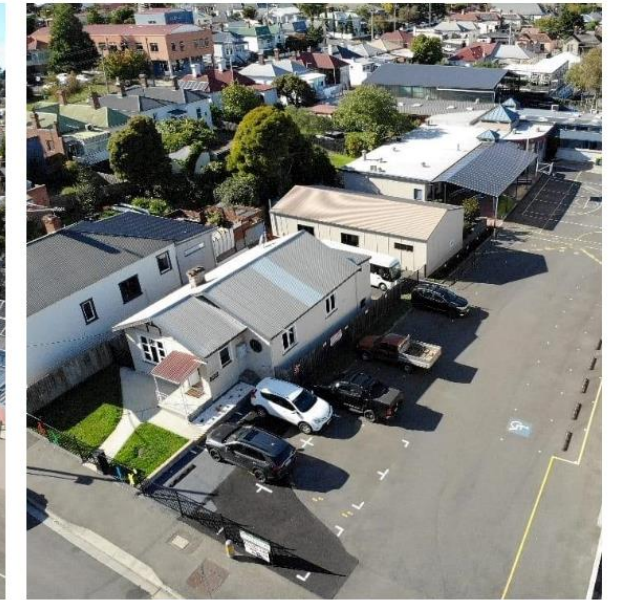


STRATEGIC PLAN

2023 - 2028



VISION STATEMENT

Connected and Committed

We aspire to be a *strongly connected* community of learners, *deeply committed* to our faith and to continual growth, nurturing individuals to be their best in the service of God and to His glory.



OUR CORE VALUES

Sincerity

- We are sincere in our Christian faith.
- We acknowledge our sinfulness and embrace the work of the Holy Spirit in us.
- We deal with one another with love, respect and humility as Jesus teaches us.
- We encourage open and honest communication.

Stewardship

- We live in thankfulness for God's gifts.
- We pursue excellence in the use of our God-given resources.
- We actively pursue growth in all aspects of faith and life.
- We support others to be their best.

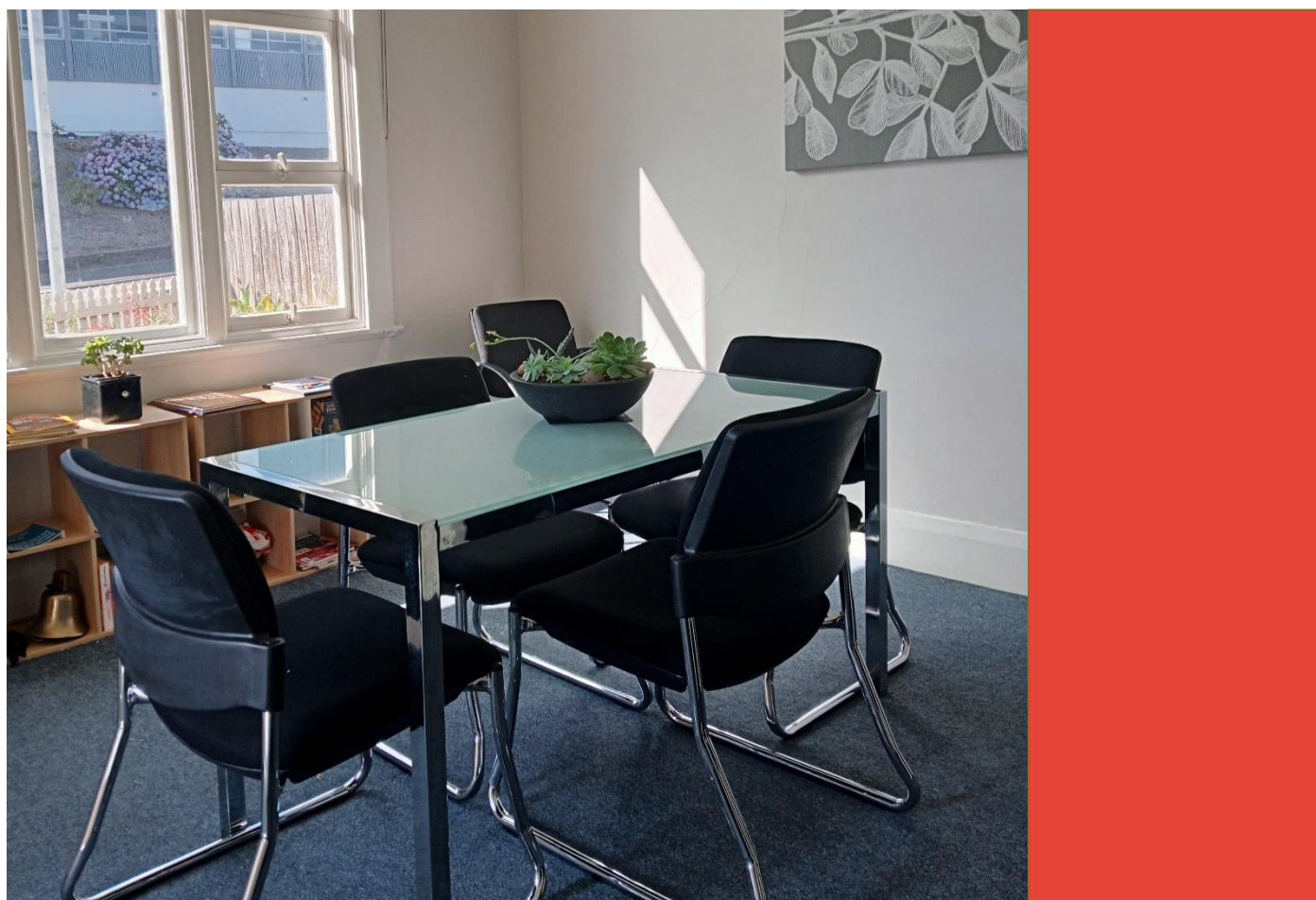
Service

- We strive to serve God with our whole heart, soul, mind and strength.
- We offer our talents, firstly to the service of God, and then to the service of others.
- We will serve local and global communities with commitment and discernment.

SCHOOL MOTTO

I offer my heart to you O Lord, promptly and sincerely.





FROM THE BOARD

The Board of the FRSA (TAS) are pleased to present to you a new, five year (2023-2027) strategic plan for our John Calvin School. This strategic plan was developed over several months at the end of 2022 and it aims to achieve the mission of the School, which is to equip students to be active and discerning servants of God through their education. The plan incorporates unfinished objectives from our previous strategic plan, as well as input from our Principal, staff, association members and community members from the EPC.

Teaching and learning is the core business of our School and, over the next five years, we intend to continue developing best practice in teaching and curriculum development, to ensure that we continue to deliver high quality education. The culture of the School and its community is important to us and we plan to invest time and energy developing a healthy, God honouring culture. From a Board and leadership perspective, we aim to achieve contemporary governance structures, robust and responsible finances and begin work on planning and development for the new site, while continuing to maintain our current site.

We are confident that this plan will serve the School well for the next five years, but we have limited insight into what challenges these years will bring. Therefore, in all our planning we acknowledge the will and power of our God and trust that He will provide. We make these plans with His honour and glory in mind and humbly ask for His blessings as we implement this plan.



TEACHING & LEARNING

Develop a shared understanding of, and commitment to, lifelong teaching from a Christian worldview.

Objectives:

Continue a standard of high-quality teaching through:

- Induction, mentoring and appraisal for all staff at all stages of their career;
- Regular professional development engagement by all teaching staff;
- Staff keeping up-to-date with best-practice Reformed Education (REDC);
- Teachers being actively engaged in learning communities, especially outside of JCS Launceston, such as local Christian schools, John Calvin and Free Reformed schools nationally and internationally, professional teaching associations;
- Teachers actively working with a clear whole-school curriculum plan and utilising high quality unit planning that is explicit in its Christian worldview;
- Teaching programmes that attend to:
 - The whole child and individual student needs, both learning support and learning extension needs;
 - Real world connections, both inside and outside the classroom.

Develop a shared understanding of, and commitment to, lifelong learning from a Christian worldview.

Objectives:

Continue a standard of high-quality learning through:

- Effectively identifying and resourcing all learning needs;
- Intentionally considering and designing/sourcing learning spaces and resources;
- Helping students understand their place in community and so emulating a sense of community, through community involvement in learning, student service to community and alumni involvement;
- Strengthening the scrutiny of student achievement and engaging in moderation to maintain high expectations.



PEOPLE & CULTURE

Association Engagement.

Objectives:

- Increase the membership of the Association;
- Improve the effectiveness of communication between the Board and the Association;
- Improve School accessibility for members and parents;
- Strengthen School relationships.

Human Resource Management.

Objectives:

- Recruit, train and retain suitable staff;
- Implement annual performance reviews for the School leadership team;
- Understand and consolidate staff satisfaction and loyalty.

Organisational culture.

Objectives:

- Evaluate conflict management within the workplace;
- Assess the workplace culture and report to the Association;
- Monitor and consolidate School community culture.



GOVERNANCE & LEADERSHIP

Develop an annual Board action plan based on objectives from the strategic plan and aim to complete the objectives throughout the year.

Objectives:

- Ensure progress is being made on this action plan throughout the year by including quarterly progress checks in board meeting agendas;
- Aim to cover at least six objectives from the strategic plan in one year.

Complete an annual Board performance appraisal, using an appropriate tool.

Objectives:

- Record identified areas of underperformance, develop a plan for addressing these areas;
- Implement progress checks to ensure performance is improving.

Ensure governance training plan for board members.

Objectives:

- Board members to complete a governance training course during the first year of their appointment;
- Refresher training/development (either on or off site) to be added to the annual board calendar.

Ensure adequate continuity for the Board.

Objectives:

- Develop a succession plan by the February meeting of each year;
- Ensure nominees, where possible, are suitable to fill skill gaps within the Board;
- Ensuring an adequate and thorough handover of roles when board members are outgoing or changing position;
- Review board role descriptions after the AGM;
- Ensure board members new to the role have a clear understanding of what is required.

Run an annual planning meeting.

Objectives:

- Develop an annual Board action plan as mentioned above;
- review standing committees and ad-hoc committees to ensure they meet the Boards requirements for the coming year.;
- review committee mandates and committee terms and disband any committees that have served their purpose and are no longer needed.



FACILITIES & INFRASTRUCTURE

Develop and implement a facilities masterplan for the Westbury Road property.

Objectives:

- Ensure a fully fit-for-purpose school facility is achieved in time for a potential five year move-in date;
- Define the capital works required to optimise education and working conditions, for all students and personnel at the school, both inside and outside of the buildings;
- Define adequate amenities for staff and students both inside and outside of the buildings;
- Continue negotiations with neighbours for future land and building acquisitions.

Transition to a maintenance period only for the Howick Street property.

Objectives:

- Ensure that the property is fit for purpose to meet the student numbers for the next five years;
- Ensure anything purchased for the School is movable, modular or/purposeful;
- Engage in negotiations with FRC Launceston to ensure a smooth transition to the new site when required;
- Engage with key stakeholders to investigate development opportunities;
- Investigate interest in sale of the property.



FINANCE & RISK

Investigate alternative models for growing the Association's capital.

Objectives:

- Explore opportunities to expand the member support base;
- Explore life-time membership of the school, guide the Association away from a user pays mentality; aim for a single membership fee and not a tiered system;
- Membership fees to increase by CPI unless extraordinary circumstances arise;
- Encourage regular and consistent pledges to the building fund in addition to membership fees;
- Engage the Association through fundraising, aimed at reducing our loan for the Westbury Road property.

Implement a plan to continue to operate the School at a reasonable level while at the same time minimizing the impact on the budget.

Objectives:

- Inform staff, students and parents as to the implications of a tighter budget on current provisions and allowances;
- Look for opportunities for community members to contribute to the School other than by monetary means;
- Explore all avenues for government grants to develop the Westbury Road property into a fully functional School.

Ensure available funding for further property acquisition and development.

Objectives:

- Continue discussions with FRC Launceston regarding the purchase of the church building;
- Formulate a memorandum of understanding with the FRC Launceston regarding the purchase of the church building;
- Consider the communities appetite for keeping the current Howick Street property;
- Investigate the advantage and disadvantages for keeping the Howick Street property.