



STRATEGIC PLAN 2020

Approved ASC Board 7 June 2016



Anglican Schools Commission Strategic Plan 2020

Foreword

From humble beginnings at the Synod of the Diocese of Perth in October 1985, when the ASC commenced with little more than a school under construction at Hillarys, the Commission now comprises 14 schools on 17 campuses in three states of Australia. Moreover, in 2015 the ASC ventured into two new models with a boarding house at Esperance Anglican Community School and a multi-storey campus in the heart of Perth for St George's Anglican Grammar School.

In thirty years the ASC has become one of the larger non-government schooling systems in Australia, educating approximately 14,000 students and employing over 1,500 teachers and support staff.

Our Strategic Plan 2012-2016 has provided the ASC, through its Board, with a core direction for four years and enabled the Board to measure the achievement of its stated goals. This new Plan will set us on track for the next four years and into the future. While this document is for the ASC as a whole rather than for individual schools, the ASC Board hopes that School Councils will take note of the core values, strategic direction and core activities of this Plan when undertaking their own strategic planning.

In framing the plan the Board has been mindful of the ongoing underpinning of the Diocese of Perth's Mission Plan, acknowledging that our schools are integral to the mission of the Church, as distinctively Christian communities, fulfilling the gospel imperative to teach the faith and nurture the young.

As part of the Plan's development, consultations, facilitated by Dr Liz Pattison, have been held with ASC schools, the Archbishop of Perth, the Bishops of Bunbury and Wangaratta and the Perth Diocesan Trustees, and the ASC Board is grateful for all the contributions received.

This new Plan will assist us to refocus on our vision and recommit to our core purpose as we work together to establish new schools and support existing ones, providing high quality, socially inclusive, affordable, caring Christian education.

Barbara Godwin OAM
CHAIR OF THE BOARD



Anglican Schools Commission Strategic Plan 2020

Our Vision

To fulfil the Gospel imperative to teach and live the faith and nurture the young by strengthening and growing low fee Anglican schools as centres of excellence in teaching and learning, pastoral care, worship and service.

Our Core Purpose

To establish, acquire and support low fee Anglican systemic schools which provide a high quality, inclusive, caring Christian education.

Our Core Values

Faith	Living and teaching Gospel values and Anglican traditions
Excellence	Pursuing high standards in all things
Justice	Demonstrating fairness, compassion and conviction; advocating for the educationally disadvantaged
Respect	Respecting self, others and our world
Integrity	Acting with honesty and openness
Diversity	Promoting social inclusion and celebrating difference

Our Strategic Direction

The sound financial position of the ASC and the achievements of our schools position us to progress our mission imperative to increase access to a high quality, low fee, inclusive Christian education, despite the challenging economic climate.

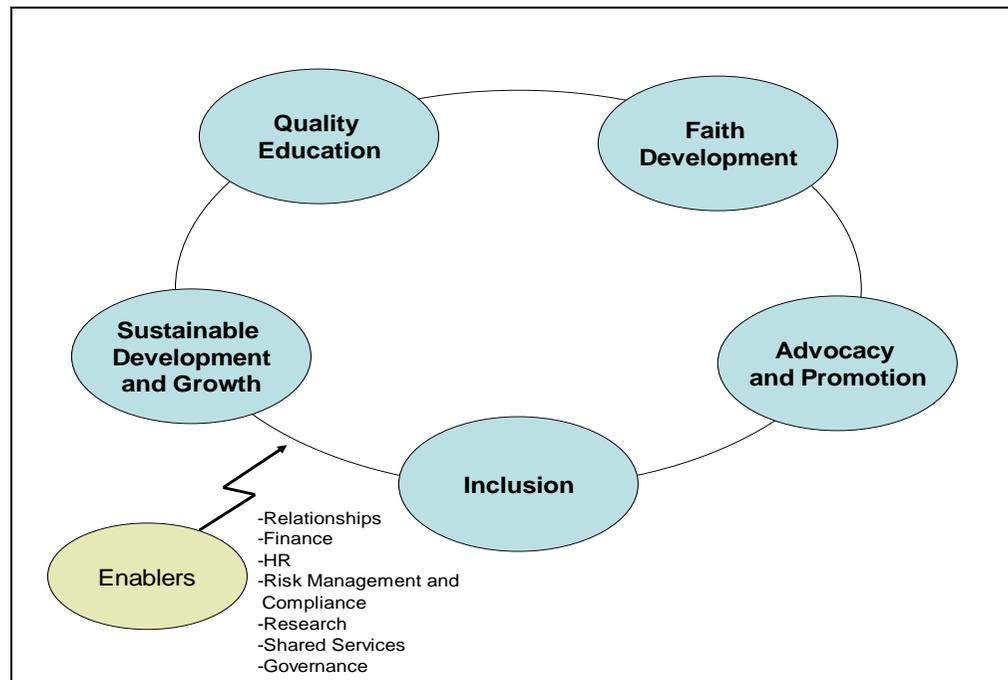
Further, in developing this strategic plan we have recognised the benefits of collaboration and interaction across our 14 schools in 3 Dioceses, as well as a key role in supporting the mission of the Anglican Church.

Therefore our strategic direction and priority over the next five years is mission driven to:

- Support the sustainable growth and development of our existing schools;
- Develop / acquire new schools in keeping with our business model and capacity, with a primary focus on Western Australia yet open to opportunities beyond; and
- Enrich the capacity of our schools to deliver a quality education, renew and strengthen our mandate to teach and live the Christian faith, and be proactive in ensuring inclusivity for all students and staff.

Our Core Activities

As shown below, the strategic plan is delivered through five Core Activities supported by Enablers:



With regard to the Core Activities:

- System-wide “Sustainable Development and Growth” and “Advocacy and Promotion” are primary responsibilities of the ASC Board.
- “Quality Education”, “Faith Development” and “Inclusion” are primary responsibilities of School Councils, supported by the ASC Board.

Core Activity 1: SUSTAINABLE DEVELOPMENT AND GROWTH

Outcome:

Sustainable development, growth and maintenance of our schooling system in order to increase the availability of high quality, low fee Anglican education

Overall Performance Measures:

- Extent of growth in the ASC system (as indicated by total enrolments).
- Long-term financial sustainability of the ASC system and each ASC school.

Objective	Action Plans	Key Performance Indicators
1.1 To ensure all ASC schools are financially sustainable to deliver a high quality, low fee Anglican education.	1.1.1 Continue to develop the sustainability and financial capacity of the ASC system to support the maintenance and growth of existing schools and the development / acquisition of new schools.	The extent to which the ASC system is financially robust. Financial viability of each ASC school. Extent of growth in student numbers.
	1.1.2 Review the fee structure of each of our schools to ensure accessibility for students from a broad cross section of the community in line with our founding principles.	The extent to which all ASC schools' annual tuition fee increases are within the parameters set by the ASC.
	1.1.3 Explore opportunities for partnerships to support the growth and sustainability of the ASC system.	Partnerships developed and outcomes achieved.
	1.1.4 Continue to develop good capital works planning, financial modelling and decision-making processes for the growth and sustainability of existing schools.	Capacity to fund the capital development of ASC schools.

Sustainable Development and Growth (continued)

Objective	Action Plans	Key Performance Indicators
	1.1.5 Review the funding model for the ASC system and individual schools, including fee structures, based on current and projected Federal and State Government funding policy.	Enhanced funding model in place.
	1.1.6 Investigate ways to enable schools to maximise surpluses for both their own benefit and that of the System.	Outcomes of the investigation actioned as appropriate.
1.2 To establish, acquire and support new schools in order to increase access to a high quality, low fee Anglican education.	1.2.1 Review and further develop the business model and criteria for new schools.	Business model reviewed and enhanced.
	1.2.2 Given the challenging economic climate over the next five years, focus on developing / acquiring schools which can become financially sustainable in a timely manner.	New schools established or acquired and their financial sustainability.
	1.2.3 Investigate the feasibility of acquiring further schools beyond Western Australia, taking into consideration the benefits of our current Eastern States schools as well as the impact on the overall sustainability of the System.	Outcomes of the investigation actioned as appropriate in liaison with, and approved by, the Perth Diocesan Trustees and the relevant Diocese.

Core Activity 2: ADVOCACY AND PROMOTION

Outcome:

Effective advocacy and promotion to enable ASC schools to be sustainable and recognised for their achievements

Overall Performance Measure:

- Tangible economic and social benefits resulting from advocacy and promotion.

Objective	Action Plans	Key Performance Indicators
2.1 To be leaders in shaping government policy and funding models.	2.1.1 Continue to give high priority to development of relationships with government at ministerial and departmental level and promotion of the ASC system and brand.	Level of engagement with government and involvement in key government forums.
	2.1.2 Be proactive in advocating to Federal Government for funding for ASC schools.	Maintained or improved government funding for ASC schools.
	2.1.3 Maintain awareness of government policy and strategy and the impact on the ASC system across a range of sectors including education, disability and mental health.	Strategic intelligence in relation to government policy and strategy. Plans in place to respond to changes.
	2.1.4 Explore ways to influence government to improve and streamline the registration process for schools.	Outcomes of negotiations with government.
2.2 To increase awareness of the ASC within each Diocese and the Anglican community.	2.2.1 Advocate to each Diocese to enhance knowledge of the ASC and the achievements of ASC schools.	Advocacy initiatives implemented.

Advocacy (continued)

Objective	Action Plans	Key Performance Indicators
	2.2.2 Explore and develop mutual benefit through relationships with Anglican agencies.	Outcomes of relationships with Anglican agencies.
2.3 To raise community awareness of the ASC brand, core purpose and school system.	2.3.1 Investigate the feasibility of a shared Marketing Officer to develop and promote the ASC brand, including working with individual schools.	Recommendations on Marketing Officer actioned as appropriate.
	2.3.2 Together with ASC schools, carry out marketing campaigns to develop greater recognition of the ASC brand.	Marketing campaigns carried out.
2.4 To recognise that the ASC is strengthened by its work with and support of WAASA and the ASA. ¹	2.4.1 Use the ASC's support of WAASA and the ASA to strengthen our advocacy agenda, branding and recognition - locally and nationally.	ASC Board continues to value our role and contribution with WAASA and ASA.

¹ WAASA = Western Australian Anglican Schools Association; ASA = Anglican Schools Australia.

Core Activity 3: QUALITY EDUCATION

Outcome:

Confidence that our schools provide a high quality, caring, inclusive Christian education.

Overall Performance Measures:

- Academic performance of ASC schools (based on school and external criteria).
- Level of demand for an ASC education (as indicated by school enrolments and waiting lists).

Objective	Action Plans	Key Performance Indicators
3.1 To support our schools to deliver a quality education.	3.1.1 Continue to enhance support, induction and mentoring for School Principals, Business Managers and Senior Staff.	Feedback from all involved.
	3.1.2 Investigate the feasibility of a Quality Education Fund for school projects akin to the Mission Fund.	Outcomes of investigation actioned as appropriate.
	3.1.3 Explore how to enhance academic standards of ASC schools, including fostering environments which encourage students to learn, creative learning cultures and best practice pedagogy.	Initiatives implemented and impact on academic outcomes.
	3.1.4 Continue to monitor the performance and sustainability of all ASC schools and proactively provide support to School Councils as required.	Data and processes in place for the ASC Board to monitor school performance and sustainability, and act in support of Schools.
3.2 To facilitate and support collaboration between ASC schools.	3.2.1 Create and continue supporting entities which are proactive in encouraging collaboration between ASC schools and staff across a wide range of areas.	Range and extent of collaboration facilitated by the ASC and practical outcomes.

Core Activity 4: FAITH DEVELOPMENT

Outcome:

Opportunities and encouragement for members of each school community to make a personal response to, and grow in, the Christian faith as part of the body of Christ.

Overall Performance Measures:

- Expressions of Christian faith in the Anglican tradition in our schools.
- The extent to which each school is a vibrant worshipping community.
- Availability of Chaplains and trained Religious Studies teachers in all our schools.
- The extent to which leaders and governors in our schools are Anglican.

Objective	Action Plans	Key Performance Indicators
4.1 To train and support staff and chaplains to enable all members of our school communities to explore and grow in the Christian faith.	4.1.1 Continue to develop the Religious Studies program and associated resources for schools.	Feedback from schools on the Religious Studies program.
	4.1.2 Introduce and resource professional development to equip Religious Studies teachers to effectively teach the Christian faith in the Anglican tradition.	Professional development introduced. Feedback from participants.
	4.1.3 Continue to source and support School Chaplains.	Number of successful recruitments. Feedback from participants.
	4.1.4 Investigate options for teachers in ASC schools to complete training in the Anglican faith as a key element of professional learning.	Decision regarding Anglican faith training for teachers in ASC schools.

Faith Development (continued)

Objective	Action Plans	Key Performance Indicators
	4.1.5 Continue to develop induction for teachers in relation to the Anglican faith, including developing further opportunities for education in the faith.	Enhanced induction in place. Feedback from participants.
	4.1.6 Encourage and support School Principals to promote vocation to ordained and lay ministries amongst students and staff.	Numbers from schools applying for theological studies and training related to ministry and service opportunities.
4.2 To encourage vibrant worshipping communities within our schools and linkages to the wider Anglican community	4.2.1 Encourage and promote relationships between schools and local parishes, including involvement of schools, parishes and families in shared initiatives.	Number and effectiveness of joint initiatives across Anglican schools and parishes.
	4.2.2 Trial the introduction of a Holy Week Mission or similar to heighten the focus on faith development.	Holy Week Mission or similar introduced and evaluated.
	4.2.3 Investigate developing Mission Audit tools and resources for schools.	Outcomes of investigation actioned as appropriate.
	4.2.4 Continue to develop the relationship with Perth Diocesan Trustees for construction of school chapels.	Number of school chapels established.
4.3 To continue developing ways for young people to be leaders in Anglican schools and worshipping communities.	4.3.1 Continue to organise the WAASA Student Leaders' Days.	Sustained numbers attending Student Leaders' Days.

Faith Development (continued)

Objective	Action Plans	Key Performance Indicators
	4.3.2 Provide joint worship opportunities for student leaders.	Joint worship opportunities held.
	4.3.3 Investigate other collaborative leadership opportunities.	Other leadership initiatives introduced.
4.4 To extend opportunities for students to live and explore Gospel values through service learning programmes.	4.4.1 Maintain our commitment to system-wide service learning as an expression of the social justice imperative of the Christian Church, including follow-up service opportunities for students.	Development of system-wide service learning initiatives and follow-up. Level of participation. Feedback from participants.

Core Activity 5: INCLUSION

Outcome:

Proactive outreach to create opportunities and an inclusive, supportive environment for:

- Low income families;
- Students with special learning needs;
- Students disadvantaged by distance;
- Students and staff with disabilities;
- Indigenous and refugee students and staff; and
- Students and staff who identify as LGBTI.²

Overall Performance Measures:

- Level of support provided to low income families.
- Number of students and staff with special needs in ASC schools.
- Extent to which ASC schools provide good policy, opportunities and an inclusive and supportive environment for low income families; students with special learning needs; students disadvantaged by distance; students and staff with disabilities; Indigenous and refugee students and staff; and students and staff who identify as LGBTI.
- Increased capacity to deliver an ASC education for rural and remote communities.

Objectives	Action Plans	Key Performance Indicators
5.1 To promote social justice initiatives in schools.	5.1.1 Continue to monitor the current situation in our schools in relation to the ASC's inclusion policies and procedures.	Knowledge of the level and trend in relation to the inclusivity of our schools (by category).

² LGBTI – Lesbian, gay, bisexual, transgender and intersex.

Inclusion (continued)

Objectives	Action Plans	Key Performance Indicators
	5.1.2 Increase the focus on education of students with disabilities, including monitoring changing government policy and funding streams.	Better financial support for schools with students with disabilities. Successful educational outcomes for students with disabilities.
	5.1.3 Develop policy, foster discussion and share best practice in relation to students and staff who identify as LGBTI, including exploring relevant programmes.	Policy and best practice implemented. Feedback from participants.
	5.1.4 Explore ways to build capacity to identify and respond to mental health issues of students and staff, including: <ul style="list-style-type: none"> Developing knowledge across the ASC system. Encouraging collaboration across schools. Supporting school capital works projects which support inclusion. 	Evidence of increased capacity.
	5.1.5 Continue to explore ways of supporting schools to engage with Indigenous and refugee communities, families and students.	Schools' engagement with Indigenous and refugee communities, families and students. Increased % of Indigenous and refugee students in schools. Successful educational outcomes for Indigenous and refugee students.
5.2 To introduce ways to provide an ASC education to students in regional, rural and remote locations.	5.2.1 Investigate how best to give access to an ASC education for regional, rural and remote students	Opportunities available for regional and remote students and number of participants
5.3 To increase the diversity, inclusiveness and vibrancy of our schools through international students.	5.3.1 Develop the capacity for FFPOS ³ to be integrated into all ASC schools which choose to have international students.	Number of FFPOS in ASC schools.

³ FFPOS – Full fee paying overseas students

Enablers

Outcome:

An effective Anglican school system providing fair and just conditions of employment and the capacity to maximise opportunities and manage risk.

Enabler	Action Plans	Key Performance Indicators
6.1 Relationships	6.1.1 Continue to enhance communication internally and externally.	Communication initiatives enhanced and maintained.
6.2 Finance	6.2.1 Secure funding each funding period to enable the schools to operate.	Funding secured.
	6.2.2 Continue to improve the consistency of financial structures and reporting across schools.	Improved accuracy of financial forecasting.
	6.2.3 Continue to support exchange of useful financial data between schools and with the ASC.	Level of useful data sharing.
	6.2.4 Further develop professional learning programs for school finance and business operations.	Participation and feedback.
	6.2.5 Continue to support new schools in establishing finance and business systems and practices.	Feedback from new schools.
	6.2.6 Investigate ways to benchmark the cost efficiency of the System office and operations.	Recommendations made and actioned as appropriate.

Enablers (continued)

Enabler	Action Plans	Key Performance Indicators
6.3 Human Resource Management	6.3.1 Continue to support schools to attract and retain quality staff.	Feedback from School Principals and Councils.
	6.3.2 Successfully negotiate Enterprise Agreements for teaching and support staff in ASC schools.	EBAs negotiated in a timely manner.
6.4 Risk Management	6.4.1 Further develop effective risk management and compliance aligned with ISO standards, including: <ul style="list-style-type: none"> • Holding risk management workshops with the ASC Board. • Implementing risk management and compliance policy, strategy, framework and reporting across ASC and schools. 	Risk management workshops held with ASC Board. Required policies and procedures in place. ASC Board risk management policy updated. Regular updates on the status of risk and compliance from School Councils to ASC Board. Annual audit report from School Councils to ASC Board.
6.5 Research	6.5.1 Investigate introducing a research capacity to support the ASC's core activities.	Outcomes of investigations actioned as appropriate.
6.6 Shared Services	6.6.1 Involve Principals, Business Managers and others in investigating opportunities to implement shared services.	Decisions made on shared services and implemented as appropriate. Benefits achieved.
6.7 Governance	6.7.1 Build governance capacity and further develop the governance model and structure for the future of the ASC system and schools.	Governance model, structure and training in place.

Review and Reporting

The ASC Board will review the Strategic Plan once a year.

School Councils will be informed of progress as appropriate through regular meetings with Chairs of School Council and Principals.