





2023 2028

This Strategic Plan has been developed collaboratively by the Christian Schools Tasmania Board, the Executive and other key leaders of Christian Schools Tasmania.

The Plan will allow those charged with the governance, leadership and management of Christian Schools Tasmania to focus on a number of agreed strategic priorities. These priorities will assist us in achieving the operational objectives for each school and for our organisation as well as helping us achieve our aspiration to become truly distinctive. The priorities will guide our operational framework, our teaching and learning and our marketing and communication to key stakeholders to enable, support and promote this distinctive aspiration.

The Plan should be read in the context of other key Christian Schools Tasmania policies and documents including our Constitution and Statement of Faith.

The Plan has five key strategic pillars:

1. **Learning and Wellbeing** – Our Students
2. **People and Culture** – Our Staff
3. **Community** – Our Partners and Stakeholders
4. **Stewardship** – Our Resources and Operations
5. **Governance and Leadership** – Our Leaders



Our Vision, Mission and Values

Our Vision

To be a transformational Christian learning community

'Do not conform to the pattern of this world, but be transformed by the renewing of your mind.' – Romans 12:2

Our Mission

To provide the highest quality Christ-centred education that prepares and equips students for life

'Train up a child in the way he should go; even when he is old he will not depart from it.' – Proverbs 22:6

Our Values

FAITH, HOPE and LOVE. But the greatest of these is LOVE

– 1 Corinthians 13:13

'Be completely humble and gentle; be patient, bearing with one another in love.' – Ephesians 4:2

Faith – comes from hearing and trusting the message about Jesus

Hope – in the knowledge that this world is not all there is, looking forward to Jesus' return

Love – we are to love others deeply and put others before ourselves



School Values

Calvin

Respect – We recognise the dignity of each individual, honouring others (above ourselves) in words and actions

Community – We build relationships and environments of trust, seeking opportunities to serve

Stewardship – We nurture and take responsibility for all that we have been given by God

Channel

Stewardship – We practise faithful stewardship

Courage – We build courageous learners

Partnership – We grow through partnership

Northern

Respect – We expect and model respect

Kindness – We encourage and celebrate kindness

Resilience – We promote and nurture resilience

Emmanuel

Courage – The determination and resilience to get up and go again

Integrity – Doing what is right, even when no-one else is watching

Respect – Showing honour and consideration by putting others before ourselves

Learning and Wellbeing – Our Students

Every student learning and flourishing as a member of a Christ-centred learning community.

Goals

1. Our students feel they belong to a Christian learning community where they are known, valued and safe.
2. Our students flourish in a Christian learning environment where their character is shaped through the Christian values, culture and ethos of our schools.
3. Our students engage in Christ-centred learning that meets their individual needs.
4. Data is used to inform, review and improve our students' learning and wellbeing.

Strategic Priorities

- Student learning is positively influenced through high impact evidence informed teaching strategies.
- An emphasis is placed on the formation of Christian character and Christian values in students with Christian students encouraged and supported to grow and confidently share their faith.
- Schools provide connection points for students with an established network of pastoral support.
- Students have the opportunity to contribute to the life of the school and serve the school community.
- Student voice is incorporated into the decision-making process of the school.
- Schools have evidence-based learning strategies in place with teaching differentiated to meet the varying needs of students.
- Data is informing teaching and learning focuses.



People and Culture – Our Staff

Attracting, developing and nurturing inspirational, innovative and collaborative Christian staff.

Goals

1. Our Christian faith informs and guides all practice and community life.
2. Our staff engage in professional learning and mentoring that is aligned with our strategic priorities.
3. We attract and retain high quality Christian staff.

Strategic Priorities

- Teachers are equipped to teach from a Christian perspective with Christian worldview embedded in unit and lesson planning.
- All staff are supported through professional learning plans and mentoring.
- Staff are encouraged and equipped to be innovative in their teaching practices with regular opportunities provided for peer-to-peer collaboration and professional learning.
- Each school has holistic wellbeing initiatives in place to support staff wellbeing.







Community – Our Partners and Stakeholders

Building community and reflecting Christ through partnership, connection and engagement.

Goals

1. Our families understand and value Christian education and are active partners in the life of our schools.
2. Our local churches value Christian education and actively engage with our schools.
3. We engage with and contribute to our local, national and global communities.

Strategic Priorities

- Parents and carers of each school's community are educated on the purpose and value of Christian education.
- Community Engagement Committees at each school are actively engaging parents and carers in a growing range of partnership opportunities.
- Parents are engaged in their child's learning.
- Avenues are provided for church leaders and communities to connect and engage with our staff and students
- Our schools are an increasingly visible part of their local communities.
- New opportunities are identified for students to positively impact their local, national and global communities.



Stewardship – Our Resources and Operations

Wisely managing our resources to ensure a viable and sustainable future.

Goals

1. Our schools have the resources and facilities to enable the highest quality Christ-centred education.
2. Opportunities for growth and expansion are strategically considered and planned for.
3. Each school has enrolment numbers to ensure financial viability of the organisation.

Strategic Priorities

- School Master Plans are reviewed regularly to prioritise the needs of each school and ensure they reflect the goals and aspirations of our Strategic Plan.
- Sustainable student-to-teacher ratios are maintained each year.
- Growth opportunities to both expand our current schools and establish new schools are evaluated and considered.
- Operating surpluses are achieved to maintain operations and support growth and renewal.



Governance and Leadership – Our Leaders

Leading a culture of continuous improvement, innovation and accountability with grace and integrity.

Goals

1. Leaders are valued, nurtured and supported.
2. Aspiring leaders are identified and developed.
3. Courageous leaders are fostering a culture of excellence, innovation and accountability.
4. Best practice governance is being provided at both a Board and Management level.
5. The Mission of our Founding Members is maintained.

Strategic Priorities

- Appropriate professional development for current Board and School Leaders is identified to support and develop them in their roles.
- Staff across the organisation who have leadership aspirations are actively identified with appropriate professional development and leadership opportunities provided to support and develop these aspiring leaders.
- Our Endeavour Community Health Audits and staff surveys provide insight into the leadership qualities of our senior leaders.
- Key strategic risks are identified and managed.
- Regular reviews against our Founding Mission are carried out to guard against 'missional drift'.
- The function and effectiveness of the Board is reviewed regularly.





299 Macquarie Street
+61 3 6224 8300
admin@cst.tas.edu.au
cst.tas.edu.au