



Growing Together

Connection & Joy

NOWRA ANGLICAN COLLEGE
STRATEGIC PLAN 2023-2027

Whole Child • Whole School • Whole Community

PRINCIPAL

I am immensely proud of our school and its growth over the last five years. I am not speaking of numerical growth, although we have met and exceeded our targets. I am not talking about buildings, as pleasing as it is that we achieved our goals in line with our old strategic plan. I am, of course, referring to our community. Our wonderful students have navigated some difficult years where the road map of their schooling took some unexpected diversions. They were supported with wisdom and grace by their parents and carers, and our brilliant school staff. Despite the twists and turns, our students tackled the challenges and grew in respect, compassion and wisdom.

Across the school, we also achieved a great deal, seeing growth across the five focus areas of our last strategic plan. While the road map for the school for 2017 to 2022 had some diversions, we also saw success and learning in other areas that we hadn't anticipated. That is life, isn't it? The need to change and adjust as the unexpected happens - our phone isn't charged, the traffic is heavy, we misplace our keys. But, sometimes the side roads and detours can offer us treasure and learning - a new friend, a magnificent view or some insight into our lives. The disruption and changes have given us the gift of clarity around some areas that provide wonderful opportunities for growth in the life of our school.

Through the previous years, we were able to continue to grow through our strong foundation as a Christian community, alongside our vision, mission and values. As a learning community, we applied

our skills and attributes to the challenges we faced and re-engineered new ways of sharing our learning and supporting our operations. We want to expand on both these things and more.

Our new strategic plan draws on these experiences alongside research within education. We also consulted with our College families, students and staff, and the resounding feedback was that we needed more **connection and joy**.

We want to connect with each other as learners, connect with our Christian community and connect for wellbeing. We want to find joy in our connections, we want to be joyful as we learn and joyfully celebrate our community together.

We loved the 'Growing Together' theme of our previous strategic plan with the intent of developing the **whole child**. It seems just as, and perhaps more, relevant for the years ahead. So, we present our ***Strategic Plan 2023 to 2027 Growing Together - Connection and Joy***.

I hope that all who participate in the life of our College - students, staff, parents and carers and the wider community will continue on their learning journey with us. The amazing thing about learning, is when you share it, it grows. I pray that this plan provides even more opportunities for sharing learning together, for each individual, as they connect with us.



Mrs Lorrae Sampson

Principal
Nowra Anglican College



“For I know the plans I have for you,” declares the Lord, “plans to prosper you and not to harm you, plans to give you hope and a future.”

JEREMIAH 29:1

CHAIR OF COUNCIL

When we launched the previous strategic plan, *Growing Together*, we did not anticipate the disruption of a global pandemic. However, I believe the disruption showed us who we are, what we value and how we can grow stronger together. We have achieved a lot together under the previous strategic plan. It taught us what our strengths are and where we have more opportunities to develop our relationships as a community.

I am confident that the Nowra Anglican College team will apply that experience in implementing this strategic plan, as we grow together with joy in the learning opportunities provided at the College, not just for the next five years but for many more to come.

Mr Bill Shields

Chair of Council
Nowra Anglican College

Vision

**TO BE A COMMUNITY OF LEARNERS
LIVING AND SERVING IN CHRIST'S WORLD**

Mission

To provide a high-quality Christian education within a welcoming community where all individuals are valued and belong.

As a community of learners, we strive for excellence, unlocking the potential of each individual, developing confident, active learners who improve their world.

Values

**RESPECT
COMPASSION
WISDOM**

Nowra Anglican College is a respectful community, grounded in Christ's compassion, learning to live with wisdom.

THE PURPOSE OF THE STRATEGIC PLAN is to achieve the College Mission. The themes of connection and joy fit in with the mission beautifully. The College will continue to build on our strong foundations of a vision, mission and values that remain current and relevant. We still aspire to develop the **whole child**, spiritually, academically, physically, socially and emotionally.

What does the future look like and how do we prepare our children for it?

Recent events in our global setting, such as the pandemic, and - closer to home - disruption from weather and fire events, tell us that we cannot be certain about the future.

While we prepare our children for their future, we need to value and influence their present. Every day, each child in our school will be learning, connecting and contributing. They will experience joy, laughter, sadness and challenges. Each moment counts now for every individual child, and that is the opportunity and delight contained within this strategic plan.

How do we provide for our students, impacting their present and their future?

As part of this holistic approach, we want to ensure our objectives of connection and joy are embedded in every aspect of College life. Relationships - between and among the students, staff and families - are at the core of our connectedness, and are crucial to building a community that nurtures a sense of belonging. Just as God values each individual and their contribution, we seek to be a school that puts people first.

This, in turn, makes space for joy inside and outside the classroom, a joy that is the product of peace, connected with hope, and confidence in the future. Joy is catching. If our school community is well-connected, a sense of fun and delight in the learning journey will imbue all our initiatives.

In crafting this plan, we have sought inspiration by reviewing the effectiveness of our previous strategic plan, observing student performance and behaviour over the last three years, as well as consulting with staff, students and our wider community.

THREE FOCUS AREAS

Overwhelmingly, the feedback from consultations and observations identified three focus areas to improve, expand and pursue innovation and excellence:



Christian Community

These focus areas provide limitless scope for growth and development. More importantly, they are timeless and transcend concerns of an uncertain future. They set our students up to live rich lives now and embrace and shape the promise of a bright future. If we are connected to Christ and our community, we celebrate and commiserate together, we share ideas and inspiration, we share a whole connected life. Powerful learning that brings joy and hope is a gift for today and tomorrow. These are built on a foundation of wellbeing - intentional caring for self and others to build emotional muscles to weather and grow through any of life's storms.

In pursuing these three focus areas, we intend to develop the **whole child**. We want our students to be stretched to achieve their best. For some, this means high academic performance, for others they will excel in the creative sphere or trade-based learning, or a combination. Strong student success does not just happen in the last year of schooling.



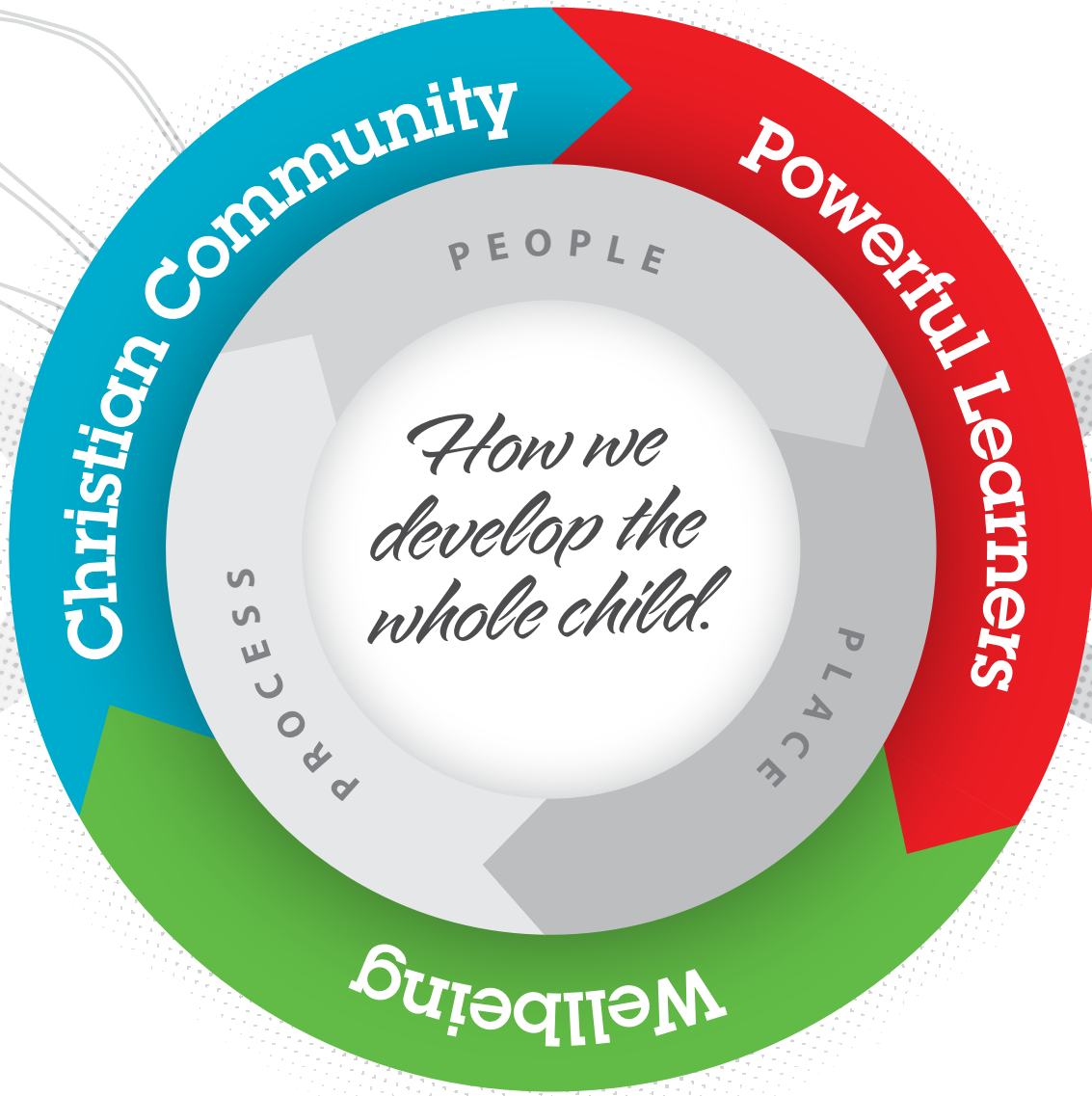
Powerful Learners

It comes as an accumulation of learning experiences which focus on developing students' literacy skills in reading, writing and speaking. The College places a strong emphasis on all children developing powerful learning skills in written and verbal communication from Preschool to Year 12. We want every student to be well prepared for wherever their next chapter of life takes them and be able to excel in this.

Each of our students is an individual with their own unique character, strengths and areas for growth. In developing them as a whole child, we aim to know them as an individual and encourage them to be confident in who they are, and what they can become. We want them to be help-givers and help-seekers. When they move to the next stage in their lives, we want them to stay connected to our community and to move forwards, ready to connect with new challenges and opportunities, with intent and confidence.



Wellbeing





Where are we now?



Nowra Anglican College has a strong reputation for providing a high-quality Christian education across the Shoalhaven. Our enrolment position is solid, with waiting lists for a majority of our grades. We have a dedicated team of teachers, and we want to further invest in developing and attracting quality Christian teachers.

Our community focus has been disrupted as a result of COVID restrictions, and while technological accommodations were made, these do not replace the value of face-to-face relationships. We plan to invest in building healthy, happy connections.

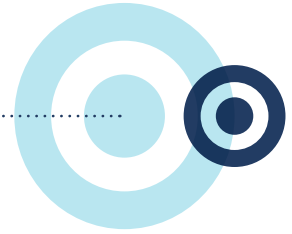
Our facilities and grounds remain beautiful and well maintained. Our enrolment growth has meant that we are close to capacity for classrooms, we do not have enough shared spaces and, in particular, a shared space to accommodate the whole school. In addition, we are well placed to further expand and develop our facilities to align with our Powerful Learning initiatives. We will also continue to invest in improving our sporting, creative and performing facilities.

We are aware, as a result of the pandemic, of some impacts on student wellbeing. This is consistent with all schools in the Shoalhaven and across Australia. This strategic plan provides an opportunity to assess and address wellbeing changes across the whole school.





How are we going to get there?



Within these focus areas, we have prioritised actions that complement our overall objectives and align with our vision and values. The implementation of these action items will be resourced and driven from the executive level.

There are also a number of important areas where we need to strengthen the “tools” that help us to operate effectively and efficiently. These **strategic drivers** impact multiple focus areas within this strategic plan, support the success of the focus area action items and ensure that, as a College, we are sustainable and compliant within our operations.

PEOPLE

We intend to grow the talent in our organisation and build stronger connections between our people. This recognises the vital partnerships required in an educational setting that drive student learning.

PROCESS

We intend to improve processes so that we can have confidence in a robust business framework. This will also allow us to have strong procedures, compliance and risk management to support high-level education innovation.

PLACE

We intend to recognise that there is an intersection between place and learning, and continue to strategically develop the College property to provide innovative learning spaces that sustainably align with the pedagogical practices in order to support student learning. This includes master planning, and a broader growth vision for the College.

Strategic Drivers

There are some important points at which we need to strengthen the tools that help us to operate effectively and efficiently. These actions impact multiple focus areas within this Strategic Plan, and ensure that as a College we are sustainable and compliant within our operations.

PEOPLE

There are a number of initiatives where we can improve the health and performance of our community.

Human resources – We are at the age and maturity as a school where we need a more intentional and dedicated approach to recruitment, development and management so that our whole team of educators and support staff can flourish as learners and contributors to our school community.

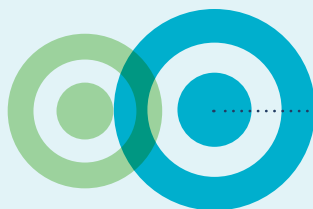
Leadership – We can all play a leadership role in life. Our strategy will allow for development in formal and informal leadership for students and staff within the College.

Culture – Through development of a greater sense of tradition and more opportunities for celebration in learning, wellbeing and Christian community, we want to enhance the whole school culture.

School staff structure – As the College establishes new directions in line with its strategic plan, there will be changes to the staff structure in key areas.

Inclusive school community – We want to commit to a greater effort in supporting First Nations students, and others from marginalised or disadvantaged groups, including other cultural backgrounds.

Community relations – Connection to the school and other families is really important to student learning. We will develop opportunities for parents to engage in helpful content. We want to grow a joyful community that thrives on healthy connections. In addition, we will be seeking to reconnect with past students and have clear strategies for engaging with our alumni moving forward.



PROCESS

Communications – We will seek to address some of the challenges of the Parent Portal by exploring and implementing more up-to-date digital communication technologies, including an online newsletter and greater use of the website and social media.

Administration – Efficient and structured administration can provide a strong foundation to effective learning and operations. We will improve our knowledge management and implement an intranet to enhance access to helpful documentation.

Finance and growth – Ensure a balance between sustainable financial operations while continuing to monitor confidence around growth opportunities

Environmental stewardship – We will design and implement a comprehensive school-wide environmental stewardship program.

PLACE

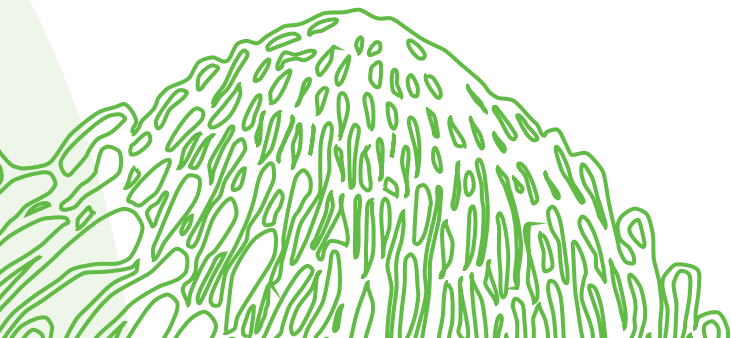
We aim to develop and implement a Master Plan in line with our strategic priorities. We strive for excellence and sustainability in developing our learning environment. This includes:

Outdoor learning environments – We will be creating more outdoor learning environments that are flexible and responsive to the need for teacher and student to enjoy learning together, and allow for connections from P-12.

Sporting facilities – Our goal is to improve and expand the College's specialist learning spaces, including those for sporting and performance.

Traffic management – We plan to resolve ongoing traffic management concerns with the development of a new Kiss and Drop separate to a dedicated bus zone.

General facilities – We will continue to improve general facilities on the College grounds, including expanding covered walkways, canteen, playground areas and general classrooms.



1

Fostering Christian Community

The College seeks to promote an authentic expression of Christianity, evident in all aspects of College life. From the academic to creative, from sport to service learning, these are all opportunities to witness the Christian life in all its fullness.

We have identified a number of initiatives that are designed to help us thoughtfully involve our families in our Christian community and engage our students in Christian education. We recognise that we have families from a range of faith and cultural backgrounds, and as such, we seek to implement these in an appropriate and loving manner, while remaining true to our commitment to the Anglican heritage of the school.

DEVELOP A PRESCHOOL TO YEAR 12 CHRISTIAN STUDIES PROGRAM

Our students participate in Christian studies lessons each week. We believe that the program for these lessons is due for review, from Preschool through to Year 12. Our goal is to develop biblically sound, relevant and engaging lessons, meaning that as each student finishes their time at the College they have a sound understanding of the Christian faith and can draw on it throughout their lives.

DEVELOP A PRESCHOOL TO YEAR 12 CHRISTIAN SERVICE PROGRAM

One of the great delights of a Christian life is the call to serve others. Students who engage in service can develop a heart to make a difference in the world. We intend to develop age-appropriate service opportunities for all our students from Preschool through to Year 12. Through this, we can make a difference to those we serve, and grow resilience and empathy in our students. Our service programs will provide opportunities to grow connections within our wider community that can act as a protective factor in student mental health wellbeing.

GROW OUR CHRISTIAN CONNECTIONS

Our local churches are wonderful communities, filled with people of wisdom and grace. We hope to partner more closely with these communities, inviting them to join our Christian celebrations and to have our families invited to join theirs.



FOCUSING OUR CHRISTIAN EDUCATION

Within our Building Learning Power (BLP) framework, one of our five dispositions is Restoration. This is our Christian foundation of restoration of relationship with God, our creator and with each other. As an Anglican school, we bring our Christian perspective, as appropriate, to the classroom. Within this strategic plan, we aim to bring clarity and more program development to this aspect of our school.

EXPAND OUR CHRISTIAN STAFF

As we build our foundation on our Anglican tradition, so too do we seek to employ Christian staff to support the culture within the school. We will review our recruitment processes to attract more Christian staff to our beautiful community. In addition, we will be involved in The Anglican School Corporation traineeship, which offers Christians who are training as teachers the opportunity to work in a school as support staff, growing their experience and connections.

DYNAMIC CHRISTIAN GROUPS

We aim to resource and expand Christian groups within the College to allow for P-12 connections and shared Bible teaching. These groups are a significant opportunity for connection and joy, with initiatives such as camps and other activities providing a tremendous sense of belonging and chances for relationship-building.

A CHAPLAINCY AND CHRISTIAN STUDIES HOME

We recognise that our Chaplaincy and Christian studies team are at the heart of our mission and our community. As part of our building master plan we will provide spaces at the heart of our facilities that reflect our Christian foundation and mission that allow for gathering, prayer and reflection.



2

Building Powerful Learners

Learning is at the centre of our efforts, our reason for the school existing, and our great delight. The wonderful thing about learning is when you share it, it grows!

Within Nowra Anglican College, our learning is focused around our teaching and learning framework that is based on building powerful learners, rather than simply imparting knowledge. We call this not-so-secret weapon BLP (Building Learning Power). Our goal in this strategic plan is to grow BLP from being embedded in the classroom and teaching practice to be more visible and understood in our wider community. In addition, we also subscribe to Reggio Emilia philosophies where the environment is the third teacher. By this we recognise that learning can happen in play, in joy outside the classroom, in connection with nature.

INTEGRATE BLP WITH KEY LEARNING AREAS

Our teaching and learning framework, Building Learning Power, is well established within the school. The next step is to ensure it is creatively applied across all key learning areas. In particular, we would seek to develop and implement a P-12 literacy program within the school that connects with BLP, and in younger years, with Reggio Emilia.

ENVIRONMENT AS THE THIRD TEACHER

Significant research suggests that students benefit from learning in the natural environment. This partners with our Reggio Emilia approach and BLP. As part of the Master Plan, we will intentionally develop our outdoor spaces for learning. We will also professionally develop our teachers to boost the creative ways that these spaces can be used in all subjects for all ages.



WIDER BLP ENGAGEMENT

Our staff and students are well acquainted with BLP, however, we plan to take this to the next level and empower our parents, carers and wider community to join us on the learning journey. Learning is so powerful we believe everyone can access it. Everyone can learn and can encourage others to learn. By supporting our whole community to have a BLP mindset, our students will be encouraged in their learning and our wider community will be more connected through learning.

ENHANCED DEVELOPMENT OF INDIVIDUAL STUDENTS

Every child at Nowra Anglican College is on their own unique learning journey. As we support them on their path to become powerful learners, we need to track and monitor their outcomes. As part of this strategic plan, we want to implement a more sophisticated approach so that every teacher recognises the areas of strength and growth for every student so that they can stretch and challenge them.

COLLABORATIVE LEARNING SPACES

Our goal is to continue to reinvent learning spaces to empower students to share their learning with their peers and teachers.



3

Nurturing Wellbeing and Belonging

Events of recent years have highlighted the importance of managing wellbeing and educating students about it so as to benefit the whole child.

In education, wellbeing is important for two reasons:

- Schooling should not just be about academic outcomes but the wellbeing of the 'whole child';
- Students who have higher levels of wellbeing tend to have better cognitive outcomes.

In light of the previous few years, wellbeing is arguably one of the most important focus areas within this strategic plan. We recognise that our wellbeing initiatives need to benefit students, staff and our wider community.

DEVELOP A PRESCHOOL TO YEAR 12 WELLBEING PLAN

Investigate best practice for student and staff wellbeing through the Association of Independent Schools (AIS) Compass program and implement at NAC. The Compass program focuses on the five key areas from the Australian Student Wellbeing Framework: Leadership, Student Voice, Inclusion, Support and Partnerships.

INCREASE STAFF WELLBEING CAPABILITY

Each and every staff member plays a part in the wellbeing of the whole school community. Within the next two years, we plan to intentionally develop the whole staff population in wellbeing, to better implement our whole school wellbeing plan. We will continue to review and upskill our staff to provide wellbeing support for student learning.

STRENGTHEN TRANSITIONS

Different grades in school offer a new level of challenge to each student. To give every student a great start to their next learning opportunity, we will strengthen our transition program. Each child and their family will be supported as they move through different years within the College. We expect a demonstrable reduction in anxiety and better learning outcomes.



REVIEW HOUSE STRUCTURE

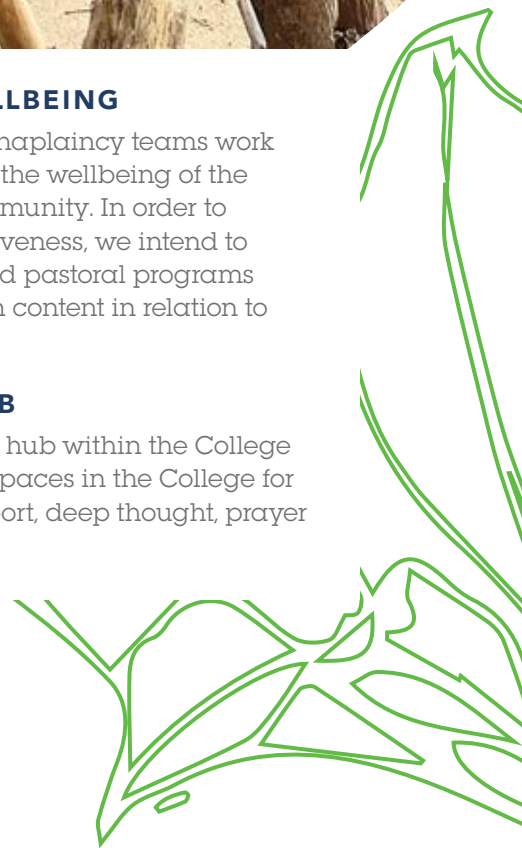
The College house structure is a key part of the wellbeing program. Our goal for review of the house structure is to enhance a sense of belonging to a smaller group within the community. We will be looking to increase the effectiveness of the Homeroom and THRIVE programs, as well as make adjustments in line with the recent growth within the College population.



CHRISTIAN WELLBEING

Our pastoral and chaplaincy teams work together to support the wellbeing of the whole College community. In order to increase this effectiveness, we intend to develop THRIVE and pastoral programs to contain Christian content in relation to wellbeing.

WELLBEING HUB

Create a wellbeing hub within the College that includes safe spaces in the College for collaboration, support, deep thought, prayer and reflection.





JOIN US on our journey toward excellence in
education at Nowra Anglican College.



Nowra Anglican College

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