



**Northside**  
Christian College



**Strategic Plan  
2018 - 2021**

# Introduction

This Strategic Plan document is intended to set the overall direction for Northside Christian College for the next four years. It also outlines the key values that the Committee of Management and the College community agree should be at the heart of how the College operates and develops.

Our strategic priorities are carefully aligned with the College's Vision and Mission Statements, values, objectives and Philosophy Statement.

The delivery of these strategies will be supported by a detailed action plan contained within the College's Strategic Management Plan (2018 - 2021). These plans will be mindful of the resources, timing, outcomes and risks related to this Strategic Plan.

The College Executive Team have developed a range of strategic priorities with short and long-term goals. These have been presented, discussed and approved by the College Committee of Management and now form the basis of the College's Strategic Plan for 2018 - 2021.

This Strategic Plan covers six strategic area:

1. Passionate Learning
2. Educational Leadership
3. Nurturing Culture
4. Connected Learning Community
5. Strategic Resource Management
6. Sustainable Governance

The Strategic Plan has been developed as a result of consultation with a range of community stakeholders including parents, students, teachers, the College Executive Team and the Committee of Management. Underpinned by the College's vision and mission, the Strategic Plan provides the framework by which the College will voice key principles and directions, set specific objectives and outcomes and establish targets against which implementation and progress can be measured and reported.

The Executive Team has considered current research and best practices when developing strategic directions for the next four years. It is our intention that this plan will assist the College in best meeting the needs of the current generation of students and assist them in preparing for multiple pathway options in a global marketplace.

# Mission Statement

Transforming lives through Christ and the wonder of learning.

# Vision Statement

To be an inspirational Christian learning community.

# Core Values



*"Three things will last forever—faith, hope, and love—and the greatest of these is love." 1 Corinthians 13:13*

In establishing the College's core values, God directed us to 1 Corinthians 13:13 **"Three things will last forever— faith, hope, and love— and the greatest of these is love."** We adopted the "pebble in a pond" analogy with Love, Faith and Hope pulsing from the centre into the Northside Christian College community which, in turn, reflects God's Grace and is focused on Service to His kingdom; those within community are called to embrace the character qualities of Perseverance, Integrity and Humility.

Each ripple flows into the next. Everything is influenced by the core values; they shape and are seen in everything that we do. We hope that the College is known by the expression of Faith, Hope and Love as demonstrated by a sense of Community, Service and Grace. When our students leave the College we want them to be young people hallmarked by Humility, Integrity and Perseverance.

# Objectives

## Northside Christian College aims to:

- Provide an education of a high academic standard that is based on an acceptance of the Lordship of Christ, and an acceptance of the Bible as the revealed and inspired word of God;
- Cater for the individuality of the learner and their gifting in God and stress the function of the learner as a member of the Body of Christ and the College community;
- Train the learner in the moral and ethical standards of the Bible and assist them to acquire a Biblical world and life view and an appreciation of the rights of others to hold differing views;
- Develop the learner's creative capacity, critical thinking ability, leadership skills and ability to work interdependently with others to solve problems and serve the community;
- Foster self-discipline in the learner through goal setting, responsibility and self-motivation;
- Stress cooperation rather than competition and foster the development of the gifts, skills and abilities of the learner for the service of Jesus Christ in the Body of Christ and the community;
- Develop enhanced partnerships between parents, students, staff and the community with the intention to strengthen the teaching and learning process;
- Provide a safe and loving environment through a sense of belonging to the family of God;
- Develop a culture of continuous improvement, professional development and pastoral support among staff and the College community;
- Ensure effective stewardship of the assets and resources God has entrusted to the College;
- Effectively communicate with parents and the wider community.



# Our Philosophy

Northside Christian College provides students with Primary and Secondary educational opportunities based on Christian values, designed to develop students' knowledge, skills, understanding and character.

We believe every student is made uniquely in the image of God. Therefore, the individual needs of each student are our greatest concern. Within a Christian context at Northside Christian College, we aim to nurture the growth and development of the whole person - intellectually, physically, emotionally, spiritually and socially. We believe that this growth should be firmly based on the student's growing personal relationship with God and other people.

The development of students at Northside Christian College takes place in community. Our College is built on shared foundations of Biblical faith, values and beliefs and a commitment to mutual care and respect. We see our role as forming partnerships with parents and carers to educate their children.

We believe that in order to develop students to their full potential the College must ensure that all aspects of the child's health and wellbeing are supported. We believe students should be nurtured in a supportive environment that has clear boundaries within mutual respect and a healthy working relationship between parents and carers, teachers and students. Respect involves treating other people as you would like to be treated yourself. The College implements a discipline program which aims for the restoration of relationships. We are committed to embedding a culture of child safety. We have a zero tolerance of child abuse in our school.

Northside Christian College aims to offer an education that encourages both academic learning and the development of Godly values and wisdom. These values help to form the foundations for life and are vitally important to the development of each student. The presentation of these values in the curriculum and their demonstration in the lives of our staff serve to reinforce what is taught at home and in the family church.

We encourage students to be active participants in their educational journey. The College is committed to supporting each student in a collaborative and differentiated approach in order to meet their learning needs.



# Enactment of the College Philosophy

The College Vision, Mission, Values and Objectives are central to all practices within the College and form the basis of the College's Strategic Plan and Annual Action Plan.

The College Philosophy is communicated to the students, parents, staff and the College community through key documents and publications. These include but are not limited to:

- Annual Report
- College Website
- Primary School Handbook
- Middle School Handbook
- Senior School Handbook
- Staff Induction Program and Staff Handbook
- College newsletters

It is expected that all school improvement strategies and organisational practices relate to the College Philosophy in alignment with the Vision, Mission and Objectives of the College.

The Committee of Management review written policies on a continuing basis to ensure consistency with the College's Vision, Mission, Philosophy and Objectives. Policies are also reviewed and revised as a result of newly enacted state and/or federal legislation, as a result of research and/or policy development as presented by state and/or national organisations and agencies, or for other reasons as determined by the Committee of Management.



# Background Information

Northside Christian College is a non-denominational, coeducational, Christian College that commenced in 1979. The College is committed to providing high quality Christian Education in a caring, encouraging, learning community to families of Melbourne's northern suburbs. We aim to maximise the potential of every child, equipping them for lifelong learning and developing their character based on Biblical values.

Our mission: 'Transforming lives through Christ and the wonder of learning', articulates the College's commitment to preparing a generation for lifelong learning in order that they have the capacity to make a positive difference to the wider community. Through the design and structuring of the College's learning programs and state of the art learning environments, the College community is well equipped to nurture and develop the unique talent, gifting and interests of every child.

The College aims to challenge each student to achieve their best, while providing students with an opportunity to study a broad range of subjects. The College curriculum, while developed to meet the requirements of the Australian Curriculum Framework and Government requirements, provides students with a great opportunity to study subjects across a wide range of learning areas. The College has developed the school curriculum to place a significant emphasis on Literacy and Numeracy.

As a Christian Learning Community we have over thirty-five years of tradition in educating our students to live out the timeless values of perseverance, humility and integrity, preparing our young people for meaningful and purposeful engagement in every area of their lives.

Our Student Leadership Program provides opportunities for students to develop and put into practice their leadership potential in serving their fellow students and the wider community. We seek to be a 'school without borders', and increasingly work alongside local universities and other organisations to maximise access to high quality learning environments.

The Prep to Year 12 learning community at Northside Christian College has a small village feel, fostering a nurturing and caring environment where every child is valued. Our programs are designed to meet students' individual needs, whatever they are, seeking to ensure that every child's unique, God-given qualities are developed. High value is placed on the development of resilience, leadership and character throughout the College.

Our VCE program offers students small classes and an individualised approach to learning. For a growing family-friendly school, we offer a remarkable range of learning and co-curricular opportunities.

The College honours the faithful pioneers from Northside Christian Centre (now Encompass Church) who took hold of God's vision and planted the College in 1979. We look to the future with hope, confident of our calling and determined in our commitment to train a skilled and Godly generation of young people to take their place in the community, living purposeful lives in God's service.

Northside Christian College is a member of Christian Schools Australia, a National body with member schools in all states.

It is our prayer and desire that every student will have a positive experience at school. A positive experience involves students developing healthy relationships, achieving their personal best, maintaining physical and emotional wellbeing and developing a greater understanding of Christian faith and character.

# Committee of Management

Commitment to good governance is essential for the success and ongoing planning of directions for any school. Time is given generously for monthly meetings of the Committee of Management. The strategic directions of the College have been determined through Committee of Management and Senior Staff discussions and ensure alignment between policy directions and the daily management and leadership of the College.

The essence of the Committee of Management's governance role at Northside Christian College is to oversee all aspects of the College, appoint the Principal, and ensure a strategic approach to the College's future by setting major objectives, policy frameworks and strategies. The Committee of Management must also monitor adherence to systems of risk management, ensure compliance with legal obligations and undertake periodic performance reviews. The Committee of Management is also committed to ensuring the financial security of Northside Christian College.

The College Executive Team has developed a range of strategic priorities with short and long-term goals. These have been presented, discussed and approved by the Committee of Management and now form the basis of the College's Strategic Plan.

The Committee of Management is responsible for developing policies to reflect the College's values and support the College's broad direction, as outlined in the Strategic Plan. Northside Christian College policies are documents that are made available to the College community as a means to clarify functions and responsibilities, manage change, promote consistency, meet standards and make decision-making transparent. The Committee of Management are responsible for reviewing the College's policies on a regular cycle with some policies requiring review on an annual basis.



# A Child Safe School

The State of Victoria has introduced compulsory minimum standards that apply to organisations that provide services for children to help protect them from all forms of abuse. The Child Safe Standards form part of the Victorian Government's response to the Betrayal of Trust Inquiry. All Schools had to be compliant from the 1st August 2016.

In complying with the Child Safe Standards, an entity to which the standards apply must include the following principles as part of each standard:

- Promoting the cultural safety of Aboriginal children
- Promoting the cultural safety of children from culturally and/or linguistically diverse backgrounds
- Promoting the safety of children with a disability.

To create and maintain a child safe organisation, an entity to which the standards apply must have:

**Standard 1:** Strategies to embed an organisational culture of child safety, including through effective leadership arrangements

**Standard 2:** A child safe policy or statement of commitment to child safety

**Standard 3:** A code of conduct that establishes clear expectations for appropriate behaviour with children

**Standard 4:** Screening, supervision, training and other human resources practices that reduce the risk of child abuse by new and existing personnel

**Standard 5:** Processes for responding to and reporting suspected child abuse

**Standard 6:** Strategies to identify and reduce or remove risks of child abuse

**Standard 7:** Strategies to promote the participation and empowerment of children.

All staff, volunteers and contractors have to be made aware of these standards, to show they understand them, and to comply with them. Northside Christian College staff and Committee of Management have been trained and are familiar with the new Child Safe Standards.



# Model for Teaching and Learning

In 2016, Northside Christian College created a unique and strategic teaching and learning framework. The framework will assist the College community in the development of future teaching and learning programs and will support in the evaluation of existing programs and initiatives at the College.

The framework provides an opportunity for teaching staff to reflect on what we teach, why we teach it and how we can teach it in a way more closely aligned with the Mission, Vision and Philosophy of the College. The framework also provides a chance for the College to consider the knowledge, skills, work habits, and character traits we want to instil in our students and a chance to reference this with a wide range of 21st century skills.

Students will benefit from a carefully planned Christian education as staff develop curriculum and initiatives with reference to this framework. Furthermore, the framework enables all teachers, students and parents of our College to develop a very clear understanding about how we will deliver high quality teaching and learning practices at Northside Christian College.

The Teaching and Learning Framework is an important tool for our College community and closely aligns with the Vision, Mission, Philosophy and Objectives of the College.

The documented curriculum at the College reflects a commitment to meet the requirements of State and National Curriculum frameworks, including the Curriculum and the Victorian Certificate of Education study designs.

Northside Christian College is strategically phasing in the Australian Curriculum. The Australian Curriculum sets the expectations for what all Australian students should be taught, regardless of where they live or their background. For Prep - Year 10, it means that students now have access to the same content, and their achievement can be judged against consistent national standards. The College has monitored the release of the National Curriculum by the Australian Curriculum Assessment and Reporting Authority (ACARA). The College will continue to update curriculum across the College to ensure mandated syllabi have fulfilled the content requirements.

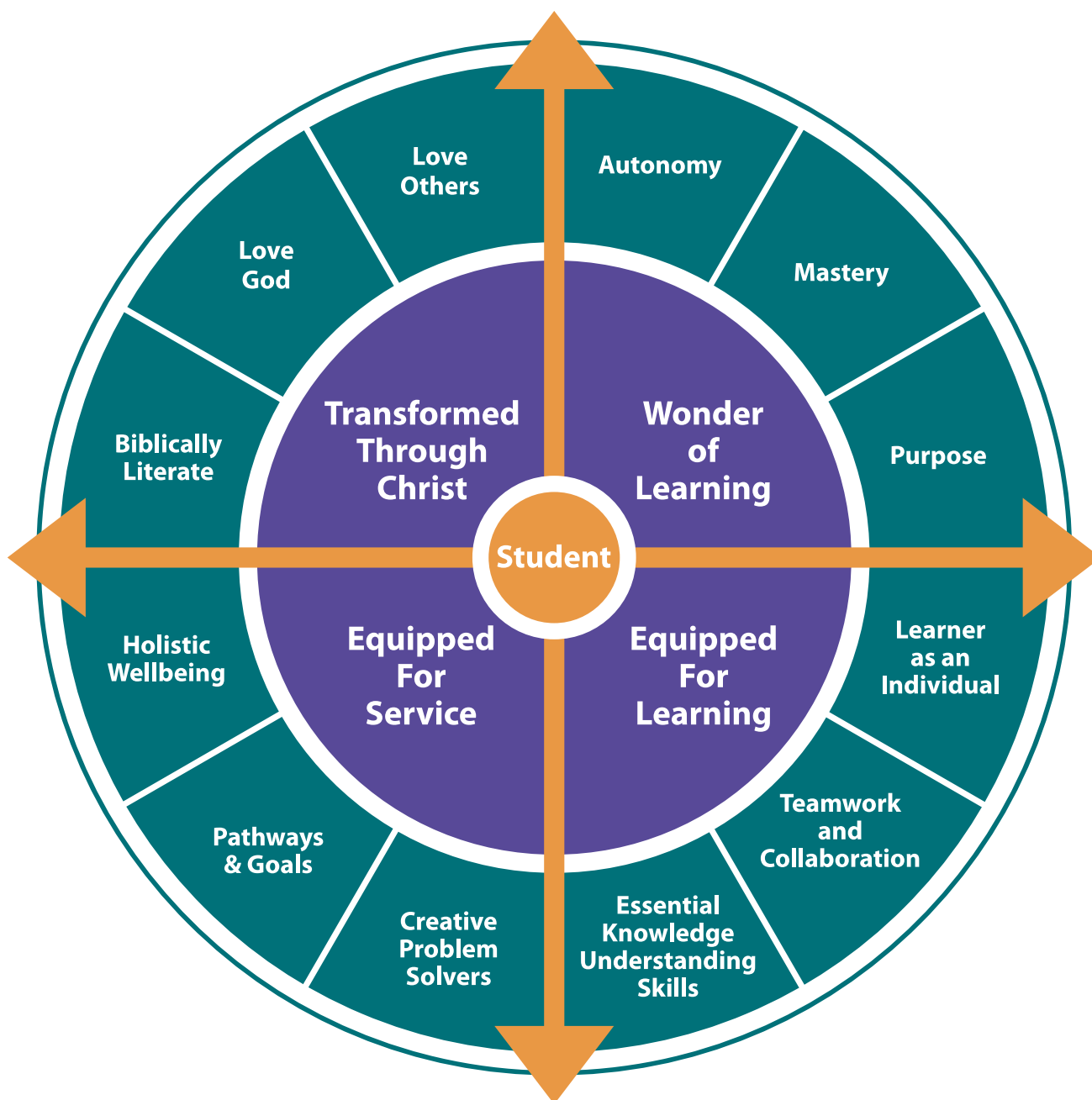
The Australian Curriculum includes seven General Capabilities. These General Capabilities traverse all specific disciplines and study areas and are regarded as the core skills and dispositions for 21st century students. The General Capabilities are:

- Literacy
- Numeracy
- Information and communication technology capability
- Critical and creative thinking
- Personal and social capability
- Ethical understanding
- Intercultural understanding

The curriculum at Northside meets the Education Goals for Young Australians found in the Melbourne Declaration 2008, by providing schooling that promotes equity and excellence and encourages students to become:

- Successful learners
- Confident and creative individuals and
- Active and informed citizens.

Our curriculum is deliberately planned to ensure that students gain enduring understanding. This is achieved by planning that begins with the end in mind, with a clear description of the evidence of learning, assessment, learning outcomes, and appropriate teaching and learning strategies. Teaching staff at Northside Christian College are documenting subjects using an Understanding By Design approach. Assessment is of learning, for learning, and as learning and is embedded in curriculum planning.



“Do not conform any longer to the pattern of this world,  
but be transformed by the renewing of your mind.  
Then you will be able to test and approve what God’s will is  
- His good, pleasing and perfect will.”

Romans 12:2

# Six Strategic Priorities

Northside Christian College is committed to undertaking the following six strategic priorities between 2018 and 2021. The implementation of these initiatives is phased over the five-year period of the plan. Implementation will occur through an annual planning and budget cycle. The strategic actions and business plans will be reviewed annually.



## 1. Passionate Learning



## 2. Educational Leadership



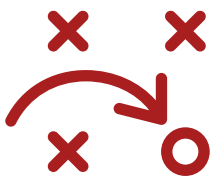
## 3. Nurturing Culture



## 4. Connected Learning Community



## 5. Strategic Resource Management



## 6. Sustainable Governance

# Continual Improvement Cycle

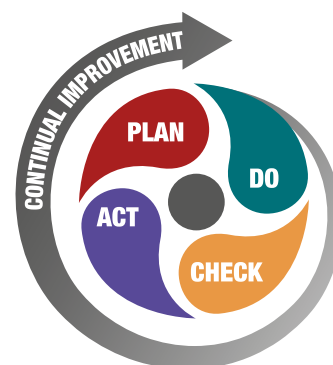
Northside Christian College has carefully considered research-based evidence to develop the 2018 - 2021 Strategic Plan. Furthermore, the Executive Team will be implementing feedback and reporting processes in order to implement a cycle of continuous improvement throughout the implementation of this strategic plan.

The Plan-Do-Check-Act cycle (PDCA) is a four-step model for implementing change in an organisation. The PDCA model was developed by Dr William Edwards Deming in the 1950s. He recommended that business processes be placed in a continuous feedback loop so that managers can identify and change the parts of the process that need improvements.

This strategic plan is therefore a working document which will inform and define the priorities of our College during this next strategic phase.

The four steps of the PDCA model are:

- **Plan:** identify and analyse the problem or opportunity, develop hypotheses about what the issues may be, and decide which one to test.
- **Do:** test the potential solution, ideally on a small scale, and measure the results.
- **Check / Study:** study the result, measure effectiveness, and decide whether the hypothesis is supported or not.
- **Act:** if the solution was successful, implement it.



## Cultivate

In the New Testament of the Bible, Jesus tells the Parable of the Barren Fig Tree. This parable forms the Biblical basis for the College's implementation of the Continual Improvement Cycle.

Then he told this parable: "A man had a fig tree growing in his vineyard, and he went to look for fruit on it but did not find any. So he said to the man who took care of the vineyard, 'For three years now I've been coming to look for fruit on this fig tree and haven't found any. Cut it down! Why should it use up the soil?'"

"Sir," the man replied, "leave it alone for one more year, and I'll dig around it and fertilize it. If it bears fruit next year, fine! If not, then cut it down." Luke 13:6-9

## Reporting Framework

Each year Northside Christian College prepares an annual report, which highlights the performance of the College against the agreed outcomes and reports on other matters as required by Government. The Annual Report is published in accordance with Federal and State Government requirements. Information about school performance, professional engagement, student outcomes and satisfaction levels for each year is documented.

The College also reports regularly to the Committee of Management on progress of the Strategic Plan implementation. The delivery of these strategies will be supported by detailed action plans contained within the Strategic Management Plan.



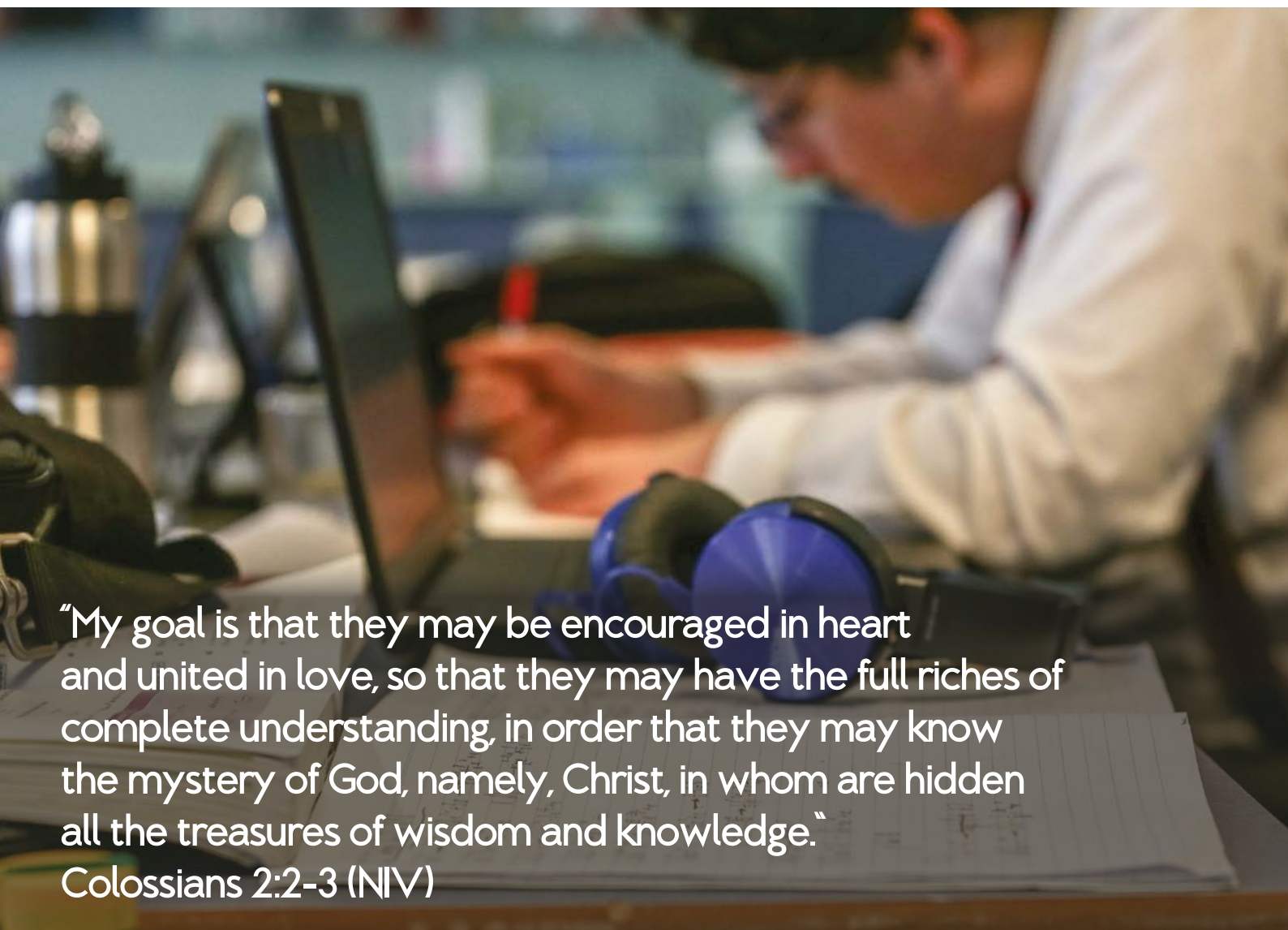
# Strategic Goal One:

## Passionate Learning

# 1

*“Northside Christian College is committed to developing a culture where students are passionate about learning and transformed through Christ and the wonder of learning.”*

*“There is no passion to be found playing small - in settling for a life that is less than the one you are capable of living.”*  
- Nelson Mandela



*“My goal is that they may be encouraged in heart and united in love, so that they may have the full riches of complete understanding, in order that they may know the mystery of God, namely, Christ, in whom are hidden all the treasures of wisdom and knowledge.”*  
Colossians 2:2-3 (NIV)

## Operational Goals

Operational Goal I.1:	Teach through an engaging Biblical world view perspective.
Operational Goal I.2:	Promote and maintain an environment reflective of high expectations that all students will learn successfully.
Operational Goal I.3:	Provide an opportunity for each student to achieve personal academic excellence.
Operational Goal I.4:	Provide an education that is challenging, enhances curiosity and creativity, and supports the development of individual gifts with which God has blessed each student.
Operational Goal I.5:	Graduate students prepared for a global marketplace.
Operational Goal I.6:	Introduce an effective data tracking system for each student.
Operational Goal I.7:	Promote learning experiences that promote holistic student development.

## Implementation Steps

To achieve this objective, the College will:

- Implement the College's new Teaching and Learning Framework.
- Provide students with deeper learning opportunities.
- Implement a student data-analysis system.
- Actively enhance teaching and learning through the College's online learning platform.
- Further develop the INSPIRE program.
- Value, encourage and celebrate academic endeavour and success.
- Evaluate and update the current curriculum offerings and implement a STEM strategy.
- Consider further implementation of flipped classrooms as a tool to meet the needs of a 21st century learner.
- Investigate the broadening of online assessment and reporting available on the parent portal.
- Utilise Christian Schools Australia's resource God's Big Story Version 2 to develop and implement curriculum from a Biblical world view.



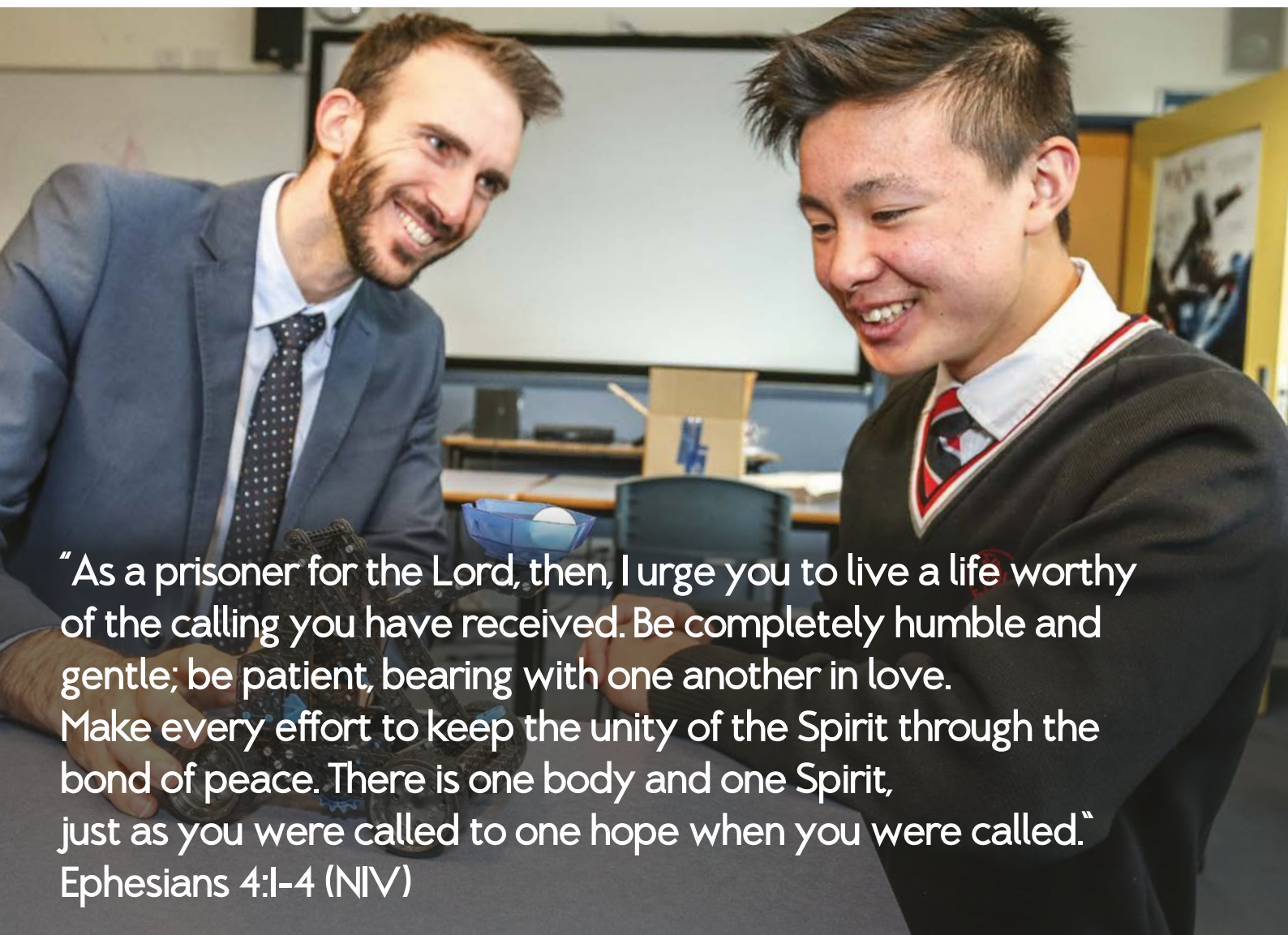
## Strategic Goal Two: Educational Leadership

# 2

*"Northside Christian College is committed to employing, developing and resourcing a high quality team of teachers, administrators and support staff."*

*"... A leadership culture exists when leaders are routinely and systematically developed, and you have a surplus of leaders ready for the next opportunity or challenge."*

*(Miller, 2017, p. 1)*



*"As a prisoner for the Lord, then, I urge you to live a life worthy of the calling you have received. Be completely humble and gentle; be patient, bearing with one another in love. Make every effort to keep the unity of the Spirit through the bond of peace. There is one body and one Spirit, just as you were called to one hope when you were called."*  
Ephesians 4:1-4 (NIV)

## Operational Goals

- Operational Goal 2.1: Promote excellence in pedagogy, student engagement and staff development.
- Operational Goal 2.2: Ensure regular review and appraisal of staff performance using the Australian Teacher Performance and Development Framework.
- Operational Goal 2.3: Establish a strong collegial professional learning culture.
- Operational Goal 2.4: Fully implement the Australian Curriculum.
- Operational Goal 2.5: Develop a staff leadership 'pipeline.'

## Implementation Steps

To achieve this objective, the College will:

- Ensure that key leadership positions in the College are filled by staff members who are passionate about Christian education and fully supportive of the College's values.
- Continue to appoint high quality staff who contribute a diverse range of skills and experiences that will support the College's vision.
- Evaluate the process of staff education and performance reviews to ensure alignment with best practice, including the Australian Teacher Performance and Development Framework.
- Provide adequate training for all staff with particular emphasis on professional development of staff in teaching the Australian Curriculum, new technologies, differentiation, inquiry based learning and other innovative emerging pedagogies.
- Develop policies and standards enunciating procedures, performance measures and feedback mechanisms related to individual staff performance.
- Continue to develop a whole of College approach to differentiated learning that best caters for all students, whether by challenge and extension or through student educational support.
- Use data available from a variety of sources to drive curriculum planning and teaching practices.
- Broaden partnerships with educational institutions.
- Document and implement the Australian Curriculum.
- Use Visible Thinking as a key strategy to embed a Culture of Thinking into everyday classroom practices.
- Implement a comprehensive staff induction program.
- Continue to review employee entitlements to assist in recruiting and retaining the highest-quality staff.



## Strategic Goal Three: Nurturing Culture

# 3

*“Further develop a nurturing College community that meets the needs of individual students.”*

*“As leaders, we are never responsible for filling anyone else’s cup. Our responsibility is to empty ours.”  
(Stanley, 2012, p.11)*



*“Be devoted to one another in love.  
Honour one another above yourselves.” Romans 12:10 (NIV)*

## Operational Goals

- Operational Goal 3.1: Embed a culture of child safety.
- Operational Goal 3.2: Review, promote and implement student and staff wellbeing policies to ensure our College community feels safe and respected.
- Operational Goal 3.3: Identify and commence implementing best practices that can set children and teenagers on a trajectory of lifelong faith and service.
- Operational Goal 3.4: Research, plan and authentically implement a resiliency program to best meet the needs of our College community.
- Operational Goal 3.5: Continue to develop greater awareness and implementation of best practices in relation to Occupational Health and Safety.
- Operational Goal 3.6: Ensure that the Welfare Team is easily accessible by our College community.

## Implementation Steps

To achieve this objective, the College will:

- Continue to refine and implement a Child Safety Strategy.
- Equip and encourage parents to support and assist in the development of their child's learning.
- Investigate and implement appropriate resiliency programs for our Primary and Secondary School.
- Cultivate a culture in which students, teachers and parents understand the importance of Digital Citizenship.
- Complete professional learning and development in the area of Occupational Health and Safety and implement appropriate policies in the College to maintain a safe working environment.
- Continue to work closely with the Parents and Friends Association to provide opportunities for the community to engage at social and community events.
- Continue to review and update policy addressing the welfare needs of our College community.
- Continue to implement a Wellbeing Committee to consider the wellbeing needs of our College community.



## Strategic Goal Four: Connected Learning Community

# 4

*“Creating a strong Community by fostering relationships and establishing productive partnerships.”*

*“As the world becomes more interconnected and business becomes more complex and dynamic, work must become more ‘learningful.’ It is no longer sufficient to have one person learning for the organisation,... It’s just not possible any longer to ‘figure it out’ from the top...The organisations that will truly excel in the future will be [those] that discover how to tap people’s commitment and capacity to learn at all levels of the organisation.”*  
(Senge, 2006, p. 4)



*“Just as a body, though one, has many parts, but all its many parts form one body, so it is with Christ. For we were all baptised by one Spirit so as to form one body—whether Jews or Gentiles, slave or free—and we were all given the one Spirit to drink. Even so the body is not made up of one part but of many... Now you are the body of Christ, and each one of you is a part of it.”*  
I Corinthians 12:12-14, 27 (NIV)

## Operational Goals

- Operational Goal 4.1: Continue to develop a strong sense of belonging and identification with the College's mission and values.
- Operational Goal 4.2: Implement video conferencing and digital connectivity to break down geographical barriers and ensure richer educational opportunities for students and teachers.
- Operational Goal 4.3: Effectively integrate technology and pedagogy to maximise student learning.
- Operational Goal 4.4: Implement an ICT strategy that facilitates learning, breaks down traditional classroom barriers and empowers students as engaged learners.
- Operational Goal 4.5: Further implement the House program at the College.
- Operational Goal 4.6: Develop partnerships with local universities.
- Operational Goal 4.7: Explore connections with local churches / para-church organisations, business, commerce and pre-schools.
- Operational Goal 4.8: Continue to actively grow and nurture student leadership.

## Implementation Steps

To achieve this objective, the College will:

- Provide greater opportunities for engagement with the College Alumni.
- Provide opportunities for parents to share feedback.
- Provide opportunities for parents and members of the local community to become involved in the life of the College.
- Enhance existing communication strategies and develop new ways to engage with the wider community.
- Provide academic, sporting, cultural and service events as part of the House program at the College.
- Promote and encourage opportunities for new community partnerships to support the curriculum and co-curriculum programs of the College.
- Promote College programs that encourage and facilitate a positive contribution in the local and global community.
- Actively look to develop partnerships with local universities.
- Update the College website.

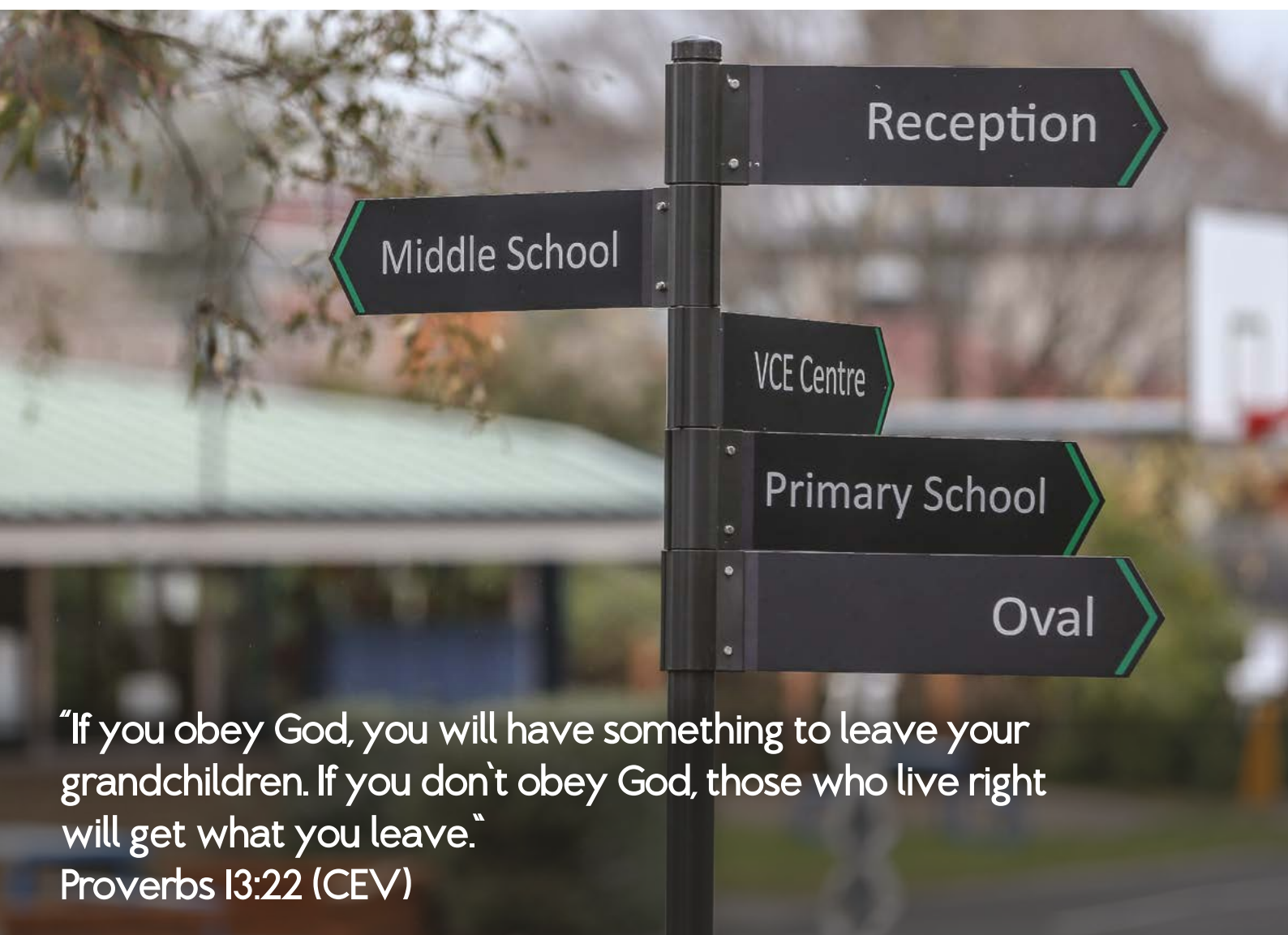


## Strategic Goal Five: Strategic Resource Management

# 5

*“The administrative structures at the College aim to create a sustainable organisation that can facilitate and support the educational programs of the College and reinvest in high quality resources, facilities and assets.”*

*“Implementing ‘good business practice’ involves identifying the critical tasks that must be done to keep a business in good shape, and having the discipline to ensure that those tasks are carried out consistently and regularly. Good business practice calls for an annual review at least; better business practice will see you reviewing critical areas quarterly, or even monthly.”*  
(CPA Australia, 2011, p. 2)



**“If you obey God, you will have something to leave your grandchildren. If you don’t obey God, those who live right will get what you leave.”**  
**Proverbs 13:22 (CEV)**

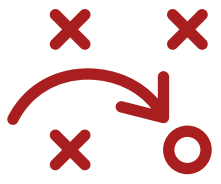
## Operational Goals

- Operational Goal 5.1: Review and implement the College Master Plan to improve and maintain the physical facilities in order to enrich the teaching and learning environment.
- Operational Goal 5.2: Continue to explore expansion options for the College.
- Operational Goal 5.3: Plan for the development of outdoor learning spaces at the College.
- Operational Goal 5.4: Redesign and refurbish learning areas to reflect contemporary learning needs and curriculum demands.
- Operational Goal 5.5: Develop and implement a Marketing Plan to transform the College brand, increase visibility, support student enrolment and effectively communicate to key stakeholders.
- Operational Goal 5.6: Maintain a five year Business Plan that describes the College's strategy and how the College intends to achieve its goals.
- Operational Goal 5.7: Use information technology innovations to create state-of-the-art business processes.

## Implementation Steps

To achieve this objective, the College will:

- Continue to explore partnerships with other Christian schools.
- Annually review all Job Descriptions as part of the appraisal process.
- Continue to further develop fiscally responsible planning controls to provide the required programs, facilities and service for all students and staff within the College.
- Develop a long-term financial model reflecting the physical needs of the College, balanced against predicted financial capacity.
- Actively pursue all avenues and opportunities for government funding and raising of revenue.
- Manage the level of debt within recognised benchmarks.
- Create communication models and approaches that reflect contemporary technologies that will lead to the positive engagement of the College community with a particular focus on creating a positive public image and an active partnership with that community.
- Ensure current facilities are maintained and upgraded to best meet the needs of 21st century learners.
- Promote the College's brand and marketing position through the website, intranet, external and internal signage and external advertising media.
- Conduct a full audit of technology and network infrastructure every three years.



## Strategic Goal Six: Sustainable Governance

# 6

*“The Committee of Management is committed to implementing responsible and sustainable practices in the governance of the College. The Committee of Management will continue to develop and review policies and processes that support the members of the College community and comply with current educational and government standards.”*

*“Successful governance structures minimise problems and optimise performance and accountability. The essence of good governance lies in the ongoing development of a culture within the School that embraces ethics, honesty, transparency and high levels of integrity from all Members of the Board. Under the watchful eyes of its stakeholders, it is vital to recognise that no School can afford to neglect proper and effective governance processes.”*  
(Independent Schools Victoria, 2012)



*“As each has received a gift, use it to serve one another, as good stewards of God’s varied grace.”*  
I Peter 4:10 (ESV)

## Operational Goals

- Operational Goal 6.1: Ensure Committee of Management members are well informed about current educational and government standards and their implications for policy and procedure at the College.
- Operational Goal 6.2: The Committee of Management will evaluate the performance of itself and its members in relation to their respective roles and responsibilities.
- Operational Goal 6.3: The Committee of Management will ensure that it has an appropriate skills-based membership required to operate in a complex and changing regulatory climate.
- Operational Goal 6.4: Adequately equip Committee of Management members in term of knowledge of Governance through Professional Learning and Development.
- Operational Goal 6.5: Implement a cycle for policy review.
- Operational Goal 6.6: Enhance and embed a risk management framework and register.

## Implementation Steps

To achieve this objective, the College will:

- Develop an effective governance model that will help build a collaborative relationship that inspires trust between the Committee of Management and the Principal and empowers all parties to work toward shared goals.
- Comply with all legislative, regulatory, governance and operational frameworks in a timely manner.
- Develop subcommittees with well documented terms of reference to support the Board.
- Develop a Committee of Management planning calendar to assist in the review and development of policy.
- Provide ongoing professional learning and development opportunities for Committee of Management members.
- Actively engage in ongoing strategic planning and develop annual priorities in collaboration with the College's Executive Team.

# Affiliations

Northside Christian College is proud to be a member of the following associations:

## Association For Christian Schools International



<https://www.acsi.org>

ACSI supports over 24,000 schools with 5.5 million students in more than 100 countries globally. This is the largest global network of Christian schools. Our peer association relationship through CSA with ACSI provides opportunities for professional exchange between members of the CSA movement and the global movement of ACSI schools.

## Christian Schools Australia



<https://www.csa.edu.au>

Christian Schools Australia (CSA) is a peak group serving the diverse needs of a large network of independent Christian Schools. CSA provides professional services, development, direct assistance, information and advice to its members. CSA is a voice for Christian schools, advocating for their needs in the national debate.

## Independent Schools Victoria



<https://www.is.vic.edu.au>

Representing more than 200 independent schools throughout the state, including Northside Christian College, ISV speaks to governments, the education sector and the Victorian community on behalf of member schools.

ISV's vision is a strong Independent education sector demonstrating best practice, providing excellent outcomes for students and choice for families. In striving to achieve this vision, ISV is helping independent schools to continue providing the best possible education for the citizens of tomorrow.

# References

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# Glossary and Acronyms

<b>Australian Curriculum</b>	The national curriculum being developed for students in Prep – Year 12 covering subject areas outlined in the Melbourne Declaration (2008). See: <a href="http://www.australiancurriculum.edu.au">www.australiancurriculum.edu.au</a>
<b>Digital Citizenship</b>	A digital citizen refers to a person using information technology in order to engage others.
<b>Differentiation</b>	The efforts of teachers to respond to variance among learners in the classroom.
<b>Flipped Classroom</b>	The flipped classroom is a pedagogical model in which the typical lesson and homework elements of a course are reversed. Short video lectures are viewed by students at home before the class session, while in-class time is devoted to exercises, projects, or discussions.
<b>Global Marketplace</b>	A global market is not limited to specific geographic locations but rather involves the exchange of goods, services, and labour anywhere in the world.
<b>House System</b>	he house system is a traditional feature of many schools and originated in England. The school is divided into subunits called 'houses' and each student is allocated to one house upon enrolment.
<b>ICT</b>	Information and Communications Technology
<b>Inquiry Based Learning</b>	Inquiry-based learning is a complex process where students formulate questions, investigate to find answers, build new understandings, meanings and knowledge, and then communicate their learnings to others.
<b>Marketing Plan</b>	A marketing plan is a comprehensive blueprint which outlines an organisation's overall marketing efforts.
<b>Master Plan</b>	The Master Plan provides an appropriate and considered physical planning framework or blue-print to guide the future development of the College campus.
<b>Melbourne Declaration</b>	The Melbourne Declaration on Educational Goals for Young Australians articulates nationally consistent future directions and aspirations for Australian schooling agreed by all Australian Education Ministers.
<b>Middle School</b>	Years 7 – 9 at Northside Christian College
<b>Pedagogy</b>	The method and practice of teaching.
<b>Prep</b>	Commonly used abbreviation for Preparatory Year. In Victoria, Queensland and Tasmania schools it is the year before Year 1.
<b>Primary School</b>	Prep – Year 6 at Northside Christian College
<b>Risk Management Policy</b>	A policy setting out the how the risks which have been identified by the risk assessment procedure will be managed and controlled.
<b>Secondary School</b>	Years 7 – 12 at Northside Christian College

Senior School	Years 10 – 12 at Northside Christian College
Strategic Plan	The Strategic Plan articulates a series of strategic statements to guide the College over the next five years. The underlying aim is to progress the vision of Northside Christian College as a provider of excellence in Christian education.
STEM	STEM education is the learning of science, technology, engineering and mathematics in an interdisciplinary or integrated approach.
VCE	Victorian Certificate of Education
Video Conference	A conference in which participants in different locations are able to communicate with each other in sound and vision.
Visible Thinking	Visible Thinking is a flexible and systematic research-based approach to integrating the development of students' thinking with content learning across subject matters.

# Useful Links

Association for Supervision and Curriculum Development	<a href="http://www.ascd.org">www.ascd.org</a>
Association of Christian Schools International	<a href="http://www.acsi.org">www.acsi.org</a>
Australian Council for Educational Leaders	<a href="http://www.ancel.org.au">www.ancel.org.au</a>
Australian Curriculum	<a href="http://www.australiancurriculum.edu.au">www.australiancurriculum.edu.au</a>
Australian Curriculum, Assessment and Reporting Authority	<a href="http://www.acara.edu.au">www.acara.edu.au</a>
Australian Institute for Teaching and School Leadership	<a href="http://www.aitsl.edu.au">www.aitsl.edu.au</a>
Christian Schools Australia	<a href="http://www.csa.edu.au">www.csa.edu.au</a>
Independent Schools Victoria	<a href="http://www.is.vic.edu.au">www.is.vic.edu.au</a>
My School	<a href="http://www.myschool.edu.au">www.myschool.edu.au</a>
National Assessment Program	<a href="http://www.nap.edu.au">www.nap.edu.au</a>
Victorian Curriculum and Assessment Authority (VCAA)	<a href="http://www.vcaa.vic.edu.au">www.vcaa.vic.edu.au</a>





**Northside Christian College**

*Transforming Lives Through Christ and  
the Wonder of Learning*

**Address:** 31 McLeans Rd, Bundoora VIC 3083

**Phone:** 03 9467 2499

**Website:** [ncc.vic.edu.au](http://ncc.vic.edu.au) | **Reception:** [ncc@ncc.vic.edu.au](mailto:ncc@ncc.vic.edu.au) | **Enrolments:** [enrol@ncc.vic.edu.au](mailto:enrol@ncc.vic.edu.au)