



FREE REFORMED SCHOOL ASSOCIATION

My heart I offer to You Lord - promptly and sincerely

STRATEGIC PLAN

2024 - 2026

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Strategic Plan 2024 - 2026



Introduction

With every endeavour, it is good to plan. God instilled in mankind the wisdom and ability to plan. Hence, our planning must always submit to God's plan and revealed will. Thankfully, the future of the FRSA and John Calvin Schools does not depend on the wisdom and ability of mankind but is in our almighty Father's hands. He already has it all planned out, His promises are firm and sure, and He will work all things for the good of those who love Him.

It is within this context, and the perspective of God's eternal plan of salvation for His coming Kingdom, that the FRSA Board may present this FRSA Strategic Plan.

For some three generations the FRSA and John Calvin Schools have walked hand-in-hand with parents and the Free Reformed Churches of Australia (FRCA), in the task of nurturing, educating and training the children of the Church. Over 1,000 students across our five John Calvin Schools continue to be blessed with distinctively Reformed Christian Education, where the knowledge of Scripture and the Confessions underpins all conduct and learning, and where the generations to come are told the mighty deeds of The Lord.

“How awesome and how humbling that our FRSA and the John Calvin Schools may be part of The Lord's Kingdom building work... all praise and glory to Him alone!”

This Strategic Plan builds upon earlier planning documents, including the 2020-2022 Strategic Plan, and proactively responds to the challenges that our Association and schools face today. These challenges include; the blessings of growth; continued need

for trained staff; need to show the next generation the riches of Reformed schooling; secularisation of Curriculum; and increasing intolerance to Christian education.



This 2024-2026 Strategic Plan sets out the key priorities and directions for the FRSA over the coming three years, and will thereby assist in determining relevant activities, resourcing and decision-making.

In commending this FRSA Strategic Plan to the Membership, Leaders and Staff, we may look beyond the work of the FRSA and the John Calvin Schools and see the work of our ascended Lord Jesus Christ. He has established His Church in this land and now upholds His Church by providing the means to teach the next generations about Him, His Word, and His Work. How awesome and how humbling that our FRSA and the John Calvin Schools may be a part of the Lord's Kingdom building work, all praise and glory to Him alone!

Henry Dykstra
Board Chairman

FRSA Vision and Mission

The Constitution is agreed to by the Association and clearly articulates the Foundation and Object of the Association. The Board is ultimately accountable for the implementation and expression of the Foundation and Object of the Association.

Foundation: Where the Association stands

The foundation of the Association is the Word of God consisting of the Old and New Testaments of the Holy Bible. The doctrine of the Holy Bible is summarised in the confessions and taught in the Free Reformed Churches of Australia. (FRSA Constitution Article 1.2)

Object: Why the Association exists

The Object of the Association is to assist the parents within the Free Reformed Churches of Australia in the provision of Reformed education for their children, by the establishment and maintenance of schools committed to providing education which conforms to God's Word as summarised in the Confessions. (FRSA Constitution Article 1.3.1)

Mission: The aim of the Association

God's children educated and nurtured within the covenant community to live for His glory in submission to Him.

Vision: How the Association wants this to happen

Distinctively Reformed schools displaying a love and obedience to God, where the knowledge of Holy Scripture underpins all learning.

Strategic Priorities 2024 - 2026



1 PROVIDE

high quality schooling where God's Word permeates every aspect of learning.

We believe that each student is unique, gifted by God with his/her own personal gifts and talents. As a School Association we are committed to improving our ability to assist individual students grow in their love for God and their neighbour and to optimally develop their God-given gifts and talents.

We strive to achieve this by having a coherent curriculum from K-12 that explicitly teaches students about their God.

We teach, model, and expect students to display Reformed Christian values and behaviour.





<h2>Strategies</h2>	<h2>Outcomes</h2>
1.1 Equip students to grow in Reformed Christian values and character.	Students live by and model a love and awe for God and a love for their neighbour.
1.2 John Calvin School (JCS) curriculum explicitly embeds the Reformed faith within the West Australian curriculum.	The JCS curriculum is refreshed and updated based on input from staff and updates from Government. Curriculum is implemented and compliant in all subjects and all classes. All students experience a coherent curriculum from K-12 with explicit Reformed attributes.
1.3 Support teachers and education assistants to deliver explicitly Reformed education across all subjects.	Expand the availability of the Diploma of Reformed education for student teachers and new teachers. Create additional professional development resources related to Reformed education for existing staff.
1.4 Continue to develop our approach for analysing student data.	Expand the use of data to: <ul style="list-style-type: none">• Inform the development of teaching and learning plans.• Enhance student performance and pastoral care.• Differentiate student learning.
1.5 Continue to implement a consistent approach across K-12 to support students with additional needs.	Further develop the skills, resources, and systems to provide for students with additional needs.
1.6 Enhance student well-being and pastoral care.	Enhance student well-being by promoting access to services designed to enhance their physical, mental and spiritual health needs.
1.7 Develop a culture of resource and program sharing across all schools.	All staff are encouraged and supported to share resources and teaching programs. Suitable systems are provided to support sharing of resources and teaching programs.

2 DEVELOP

retain, value and attract skilled and dedicated staff.

We believe that our staff are key to achieving the Object, Vision and Mission of the FRSA.

To promote a culture of continuous improvement, we support our staff to grow and develop professionally and spiritually by providing clear expectations, honest and constructive feedback regarding performance, identifying and supporting professional learning and providing access to appropriate support services when needed.

We have a responsibility to support and develop our existing leaders while providing opportunities for aspiring leaders to develop their skills and abilities.





<h2>Strategies</h2>	<h2>Outcomes</h2>
2.1 Promote teaching and related positions as a rewarding career.	The FRSA has sufficient suitably qualified Reformed staff.
2.2 Refine the recruitment and selection process.	The most suitable candidate is recruited for the role with a focus on spiritual maturity, qualifications, skills, and cultural fit.
2.3 Enhance the staff induction program.	Staff enjoy an appropriate induction program designed to support their introduction to the FRSA and their specific role.
2.4 Implement a professional learning strategy and set teacher and leadership standards.	Staff members: <ul style="list-style-type: none">• Are engaged and knowledgeable.• Implement contemporary practices against recognised standards of performance.• Engage in professional learning.
2.5 Ensure the performance appraisal process delivers: <ul style="list-style-type: none">• A personal professional learning plan.• Career development.	Reflective performance appraisals for staff are linked to their professional learning to enable continuous improvement for all staff and set clear expectations.
2.6 Expand the existing leadership development training opportunities.	Provide staff with opportunities to enhance and expand their capabilities. Develop existing staff as potential future leaders. Further develop the skills and abilities of existing leaders.
2.7 Value staff and staff wellbeing.	Key events and milestones are appropriately recognised. Leave entitlements are actively managed and staff are encouraged to access their entitlements. Enhance staff well-being by reviewing services designed to support their physical, mental and spiritual health needs.





3 STRENGTHEN

the connection with our Church community.

The Association serves the members of the Church community. As our membership grows in number and becomes more diverse in age, location and background, we must develop new and effective ways of communicating and engaging with our members.

Strategies	Outcomes
<p>3.1 Develop, document and implement a comprehensive and contemporary communication strategy.</p>	<p>Improve communication and engagement with Association members and the broader Church community.</p> <p>Members including parents have access to timely information from the Board, councils and the schools.</p> <p>Members know how to interact with the Board, councils and schools.</p>
<p>3.2 Maintain and promote positive relationships between the churches and schools.</p>	<p>Promote good communication between the schools, the FRSA and churches to share and promote each other's work.</p>
<p>3.3 Identify and promote ways in which members (including parents) can relate to, engage and support the local school and Association.</p>	<p>A close connection is maintained between the school and its members.</p> <p>Members, including parents, are informed and actively invited to interact with the schools and their councils.</p>
<p>3.4 Promote the work of the school councils.</p>	<p>Promote the school councils as the first point of contact in relation to matters that are beyond the management responsibilities of the staff and principal.</p> <p>Assist the school councils as they promote the connection between the local catchment and the local school.</p>

4 SECURE

and sustain our schools.

We have a God-given responsibility to deal wisely with the existing Association and to plan, as good stewards of God's resources, for the next generation(s).

We must comply with all the requirements for school registration as set down by the Government. These requirements include continually refining our governance and management structures and processes, ensuring the safety of our schools, maturing our approach to risk management and proactively engaging with Work, Health and Safety legislation.

Strategies	Outcomes
4.1 Refine the FRSA governance model.	<p>Appropriate separation of Governance and Management functions.</p> <p>Clear understanding of the roles and responsibilities of the Board and senior management.</p>
4.2 Clearly articulate the roles and responsibilities of the Board and council members.	<p>Elected members have appropriate skills, knowledge, experience, and qualifications to contribute effectively to the Board and school councils.</p>
4.3 Support the school councils and refine the practical definition of their roles.	<p>Revise the school council handbook.</p> <p>Provide regular council training and support.</p> <p>Continue regular meetings between the councils/ Board/CEO.</p>
4.4 Develop the role of the school councils.	<p>Help the councils in their role of assisting the Board to ensure that all education is consistent with Scripture and the Confessions.</p> <p>Provide members of the councils with access to appropriate professional learning.</p>



<p>4.5 Enhance student safety in the school environment.</p>	<p>Maintain an explicit commitment to Child Safety throughout the organisation with ongoing professional development related to the National Principles of Child Safe Organisations in accordance with God's Word.</p> <p>Maintain a risk-aware culture with a strong focus on a safe working environment for staff and students.</p> <p>Improve incident reporting and follow up actions.</p>
<p>4.6 Maintain and monitor a risk management framework and risk register.</p>	<p>FRSA and School risk registers are regularly reviewed and updated.</p> <p>Risk management processes and systems are embedded and available to all staff.</p>
<p>4.7 Ensure the FRSA is financially sustainable.</p>	<p>An annual budget that is consistent with the strategic objectives is presented to the FRSA Board and Association.</p> <p>Opportunities to increase efficiency are identified and implemented.</p> <p>Additional income streams are investigated and promoted.</p> <p>Operational budgets are forecasted and presented alongside the annual budget.</p>
<p>4.8 Enhance the reliability and security of the FRSA's digital assets and network architecture.</p>	<p>An IT strategic plan is developed and implemented.</p> <p>The IT governance policies and procedures are reviewed.</p> <p>The IT infrastructure is fit for purpose.</p> <p>Secure storage and appropriate backup measure for electronic assets, including document and archives are fit for purpose.</p>
<p>4.9 Sustain and grow the membership of the Association.</p>	<p>The joy and value of supporting Reformed education is widely promoted.</p> <p>Membership trends are monitored.</p>

5 UPHOLD

our unique Reformed Christian identity (within Australian society).

We believe that the parental promises made at baptism result in a collective accountability for the Free Reformed Church community. As brothers and sisters, we support parents to fulfil their promise to have their covenant children instructed in the doctrine of God's Word.

As members of the FRSA it is our responsibility to protect and cherish our distinctive approach to Reformed education and to pass this understanding on to the next generation. Each generation needs to be convinced of the need for and the value of a strong commitment to Reformed education.

We live in a society that openly questions and challenges our core beliefs and changes in legislation have the potential to negatively impact our ability to operate. We must continue to mature our approach to political advocacy.





<h2>Strategies</h2>	<h2>Outcomes</h2>
5.1 Protect and cherish the distinctiveness of our Reformed faith and its heritage.	Curriculum explicitly reflects our faith in all subject areas. Religious instruction explicitly teaches both the Word of God and God's great deeds of Reformation in the history of His Church. Promote positive relationships with the Ministers and Consistories of the FRCA.
5.2 Remain a School Association for the members of the FRCA.	The FRSA enrolls covenant children of parents who are members of the FRCA.
5.3 Continue to develop school culture to display the love and obedience of God and promote the Reformed faith.	Staff and Students who live by and model the commandments of God: <ul style="list-style-type: none">• In all areas of learning and conduct in our schools.• Through our communications and relationships with our students, parents, and members.• Through our communications and relationships with the broader community and governing authorities.
5.4 Develop materials that articulate and promote the value of Reformed education.	Continue to articulate and promote the need for and value of Reformed education for existing members. Articulate and promote the need for and value of Reformed education to new members.
5.5 Be watchful for legislation that impacts the FRSA.	Review Code of Conduct to ensure compliance with legislation and National Standards of Registration. Review the FRSA Constitution to ensure compliance with legislation. Review curriculum documentation to ensure that the Foundation, Objects, Mission and Vision of the FRSA are not compromised. Support the work of the Political Advocacy Committee. Engage effectively with Government and the Association on matters of educational significance.

6 PLAN for the future.

The FRSA enjoys the blessing of growth in student numbers and no limit on student enrolments. We must therefore plan wisely for the future, in humble submission to the will of our Heavenly Father.





<h2>Strategies</h2>	<h2>Outcomes</h2>
6.1 Implement the 2040 vision for existing campuses.	<p>Ensure that existing infrastructure is properly maintained.</p> <p>Ensure infrastructure at each campus is appropriate for the needs at each campus.</p> <p>Refine the approach to capital forecasting and budgeting.</p>
6.2 Implement the 2040 vision for the new Oakford campus.	<p>Secure a development application for 575 Abernethy Road.</p> <p>Finalise the contract to purchase 575 Abernethy Road.</p> <p>Implement a communication strategy to inform Association about progress with the Oakford Campus.</p> <p>Implement a governance framework to oversee the development of the Oakford Campus.</p> <p>Develop an enduring and adaptable financial strategy for the Oakford campus.</p>
6.3 Update the student numbers, address, and population data published in the 2040 vision document.	<p>Update potential student enrolment data.</p> <p>Capture more accurate birth data to improve enrolment predictions for K/PP.</p> <p>Update member address data to capture trends in home addresses.</p> <p>Update church population data to track trends in the size, age, and composition of the church community with the aim to model future enrolment trends.</p>
6.4 Develop a 5-10 Year Capital expenditure forecast.	<p>Model capital expenditure requirements for the medium term based on:</p> <ul style="list-style-type: none">• Trends in student numbers.• Changes in education pedagogy.• Agreed depreciation timelines.• Maintenance requirements.

Free Reformed School Association

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