

**Executive Director's Report to LSA Annual General Meeting
12 May 2014**

LSA's vision and core purpose

A key undertaking over the past 12 months was a LSA Team and LSA Council review of the LSA mission statement and strategic direction. The vision for the LSA Team is to be: **'A collaborative team enabling, encouraging and supporting our sites of learning to be thriving, innovative providers of quality education in a Lutheran context'**. This vision gives the team its mission and purpose:

'Responding to God's grace we are committed to:

- **Serving**
- **Building capability**
- **Providing direction**
- **Enhancing relationships**
- **Learning**

to bring out the 'God colours' in the community' (The Message Matt 5: 14)

In order to fulfil these purposes our sites of learning (SoL) need to be well led and governed, run with effective structures and processes, be financially sustainable, professional and accountable. This is indeed a challenge but something to which the LSA is wholly committed.

The vision and mission underpin and inform the 'LSA Strategic Intentions' under 5 Key Results Areas: 1. Leadership; 2. Advocacy; 3. Education; 4. Compliance and Responsibility; 5. Services.

Over the coming weekend the LCA SA/NT District Synodical convention is being held at Endeavour College.



The logo and theme has direct application to our schools, kindergartens, early learning centres and child care centres where we nurture within students, staff and families a passion for growing a deep a personal relationship with Jesus.

Together, all members of our communities are challenged to grow in faith and service and follow Christ as his lifelong disciples. In our SoL do we intentionally identify and initiate new opportunities to reach out with Christ's love, in word and action, in our local communities and beyond?

Are there times when we miss or maybe fail to recognise opportunities to be working alongside the congregations and fellowships to whom we have connection to go and grow together?

We are entering an exciting time within our history where we will soon be celebrating 175 years of Lutheran education here within our own LSA region and in unison with all regions of LEA. What have we learnt from the past? What do we value of the present? What are our hopes and dreams for the future?

On Friday 5th September 2014 LSA is holding a *Demisemiseptcentennial celebration (175 years of Lutheran education)* at the Adelaide Entertainment Centre. The theme: **Yesterday, Today and Tomorrow** will be in part reflective, it will be about our present reality and will project us to the future. A passionate team of representatives from our SoL is committed to making this *Demisemiseptcentennial celebration* an unforgettable experience for all participants.

1. LSA Governance

1.1 LSA Council

The LSA Council and sub committees have continued to provide clear direction to LSA through challenging times. The work of the Finance Committee in particular cannot be understated as they have confronted some very challenging situations with creativity and optimism.

Council Membership

Michael Paech, Principal, Good Shepherd, Para Vista [Chairperson]; **Julian Denholm**, Principal, Good Shepherd Lutheran College, Howard Springs [Vice-Chairperson]; **Dennis Obst**, Governor, Concordia College, Highgate; **Jayne Zadow**, Governor, Lobethal; **Lynette Schiller**, Director, Concordia Kindergarten, Murray Bridge; **Michelle Keller**, Teacher, Redeemer, Nuriootpa; **Corrin Townsend**, Head of Senior School, Unity College, Murray Bridge; **Lester Saegenschmitter**, Principal, Concordia College, Highgate; **Phil Zanker**, Business Manager, Unity College, Murray Bridge; **Sally Axten**, Indigenous Education Committee; **Julian Bayha**, Pastor, Langmeil Tanunda; **Andrew Kelly**, Principal, Living Waters Lutheran College, Halls Head; **John Proeve**, Executive Director.

Changes to LSA Council

Stephen Kroker (Primary Business Manager) resigned due to taking up a position on the LSA staff.

I take this opportunity to formally acknowledge and express thanks and appreciation to the council on behalf of the LSA members for their individual and collective contribution to the effective oversight of the LSA.

2. LSA Staff

The LSA Staff Team are:

Loyd Fyffe [Deputy Director]; **Stuart Traeger** [Spiritual Development Leader]; **Robyn Cocca** [Finance Manager- from July 2013]; **Tori Weiss** [Education Officer Christian Studies – Kindergarten/Primary focus]; **Sue Kupke** [Education Officer Christian Studies – Secondary focus, 0.8FTE]; **Neil Lutz** [Human Resource Manager]; **Rod Wearn** [Learning Technologies Facilitator]; **Stephen Kroker** [Finance Analyst,0.4]; **Lindy Yeatman** [Finance Consultant, 0.4FTE]; Jeff Harman [Finance Consultant, 0.4FTE]; **Tessa Olesnicky** - [Finance Assistant]; **Belinda Soekov-Pearce** - [Finance Assistant, 0.4FTE]; **Heather Waring** [Executive Assistant, 0.92FTE]; **Phyllis Vosgerau** [Administrative Assistant]; **Gerry Conley** [WHS Project Officer, 0.2FTE].

Departures from LSA Staff Team

Christine Reid completed her contract of employment in December 2013 as the Indigenous Education Facilitator, a position she held for 9 ¾ years.

New LSA Staff Appointments for 2013

Stuart Traeger [Spiritual Development Leader], Tori Weiss [Education Officer Christian Studies Kindergarten/Primary]; Stephen Kroker [Finance Analyst 0.4FTE].

On behalf of the LSA, I thank the LSA Team for their dedication, commitment and service over the past 12months. Their individual and combined efforts continue to ensure the successful operation of the LSA.

3. LSA Enrolments – see Attachment 1

4. Leadership

4.1 New Leaders in LSA: June 2013 – May 2014

Principal appointments effective from commencement of 2014

Andrew Boesch, Principal, Spring Head Lutheran School, Mt Torrens, SA.

Roger Ashcroft, Principal, Yirara College, Alice Springs, NT.

Karen Koehler, Principal (1 year appointment), St Andrew Lutheran School, Leanyer, NT.

Rom Puccio, Principal (1 year appointment), Crossways Lutheran School, SA.

Brian Allen, Interim Principal (January – July 2014), Ocean Forest, Dalyellup, WA.

4.2 LSA Leadership changes during 2012-2014

Principal resignations

Barb Cybulka – Crossways Lutheran School, Ceduna, July 2013.
Rebecca Heinjus – Spring Head Lutheran School, Mt Torrens, October 2013.
Andrew Mirtschin – Yirara College, Alice Springs, December 2013.
John Mason – Ocean Forest, Dalyellup, WA, December 2013.
Damon Prenzler – St Andrew Lutheran School, Leanyer NT, December 2013.
Ilene Thiel – Unity College, Murray Bridge SA, April 2014.

5. Staff Profile in LSA Schools

Teaching staff – August 2013

	SA	NT	WA	LSA	LEA
Full time	668	104	89	861	2254
Part time	401	17	28	446	945
Total	1069	121	117	1307	3199
FTE	899	114	106	1118	2788

With regard to staff in LSA schools, 45% identify as Lutheran; we acknowledge the gift that members of other Christian collectives are to our region.

6. Training and support programs

6.1 Pathways (staff formation program)

LSA has continued working with individual schools in monitoring the provision of and leading the presentation of Spiritual and Theological Pathways. The Spiritual Development Leader, Stuart Traeger has taken an active role in this regard. The Vocational Pathways continues to be provided on a regional or cluster school basis by LSA staff.

Schools that are intentional in delivering Pathways Spiritual as a part of new staff induction have demonstrated best success in the timely delivery of Pathways. In concert with the LEA Accreditation Program, Pathways Vocational is facilitated by LSA at regular intervals each year. Principals are encouraged to ensure that all staff are appropriately engaged in the LEA Formation program and in a timely manner.

6.2 EQUIP

The Two LSA Education - Christian Studies Officers, Tori Weiss and Sue Kupke, continued to provide EQUIP training on a regional, school cluster and local school site basis. Interstate sites of learning access training primarily at times of non-student attendance. This does create some challenges in relation to equity of access at such times to more localised South Australian sites of learning training. Justification for the timing of delivery of EQUIP at interstate sites stems around the significant financial implications on schools, particularly those with a high turnover of staff. The modality of delivery of the course by the accredited presenters is constantly being refined.

6.3 Spiritual Leadership – program coordinated by Stuart Traeger (Spiritual Development Leader)

As part of personal spiritual development for principals, senior staff and emerging leaders, retreats are offered at Sevenhill in concert with the Jesuit community. Over the past 12 months the uptake on the retreat program has been diminishing. This is something which will be the focus of a review mid-2014. In 2014 a principal/spouse retreat is being offered for the first time in response to requests for such a program.

6.4 LSA Supporting Spiritual Growth within member sites of learning.

To support those involved with ministry responsibilities within sites of learning LSA facilitates network meetings once a term for Secondary School Pastor/Chaplains, Worship Leaders and Primary School Chaplains. The attendance at these network meetings fluctuates thereby making it challenging to maintain a structured developmental focus to the input into these meetings. Those that attend regularly attest to the value gained from networking and sharing around their common purpose and goals.

6.5 School Improvement

During 2013 all schools participated in the LEA 'Better Schools Project' (BSP). School leaders were supported with engagement in the analysis and interpretation of the data, and development of 'action plans'. The longitudinal BSP data as presented in this third iteration of the BSP survey results proved to be very informative. The BSP together with other school review processes has been instrumental in bringing about individual school improvement strategies. LEA is presently reviewing its approach towards school improvement including its involvement in the BSP.

6.6 Valuing Safe Communities

The ongoing training of facilitators and staff was programed throughout the year. The newly developed LEA VSC training package has been positively received.

6.7 Governance of schools and centres

This continues to be an area of focus. The LCA SA/NT District Constitutions committee, and in particular, Leon Zander, have developed Model Constitutions applicable to three site of learning contexts:

1. School operated by a Board
2. School operated by a Congregation
3. School operated by a Supporting Congregations (Association).

Site specific governance workshops were presented on request to member schools. It is recognised that the AISSA provides a very comprehensive program on school governance so the LSA has intentionally worked in a complementary manner to this professional development.

7. School Developments

7.1 Encounter Lutheran College, Victor Harbor continued its expansion into secondary education with the commencement of Year 10 in 2014. The College continues to experience significant enrolment growth as it establishes a niche within the local community.

7.2 Maitland School at the commencement of 2014 completed its expansion into middle schooling (incorporation of Years 8 & 9). The campus developments undertaken to accommodate middle years learning have greatly enhanced the educational opportunities available to students.

7.3 Mount Barker East. Since LSA Council's endorsement to develop a new Lutheran educational centre on the land gifted for this purpose in the Eastern Mount Barker Area, the East Mount Barker School Working Group (EMBSWG) have met on five occasions. The Working Group went into recess for approximately eight months while the developers and the Mount Barker District Council (MBDC) undertook preliminary research, discussions and internal activity. While the Working Group was in recess communication continued between the LSA Executive Director, the developers and the Mt Barker District Council. Development momentum increased at the beginning of this year with Lanser Communities commencing the survey function of the first land release at Aston Hills which will include initial development of the first stage of residential allotments and part of the village centre. This land release is adjacent to the 'educational land' gifted to the LSA.

The Working Group are keen to consider all of the possibilities and opportunities available and will start to research and document their findings in the form of a Business Plan. This will in time be presented to the LSA Council for consideration.

7.4 Roseworthy, Northern Adelaide Plains. The State Development Planning Approval process for this proposed development has been protracted due to indecision on behalf of the state government as to the extent of the development. The lack of progress is causing consternation to the Immanuel Lutheran

School community, Gawler, as they see the prospect of Lutheran secondary education being held off for yet more years.

7.5 Two Wells, Northern Adelaide Plains. State Development Planning Approval has been granted for this residential development. The developer has granted land to the LSA for the development of a Birth to Year 12 College. The planning process for this new development will commence in the near future.

7.6 Lutheran Education Northern Suburbs (LENS) Endeavour College is making preparation for taking on Year 7 enrolments from the commencement of 2016. Concomitantly St Paul Blair Athol, Golden Grove and Good Shepherd, Para Vista are planning for the adjustments to offer Reception to Year 6 education.

7.7 Lutheran schools within the Barossa Valley and Region have agreed that **Faith** College will take on Year 7 enrolments when the government decides on Year 7 enrolments being a part of secondary school environment.

7.8 Restructure of **Ocean Forest** from the commencement of 2014 to provide education from Kindergarten to Year 10. Significant senior school enrolment decline and costs associated with delivery of senior curriculum necessitated this restructure. A Memorandum of Agreement has been established with Manea Senior College (WA Education Department) to be the preferred provider of Year 11 and 12 education for Ocean Forest students.

8. Industrial Landscape

The Western Australian Enterprise Bargaining process has been protracted over the past 18 months and the documentation is presently being prepared for final endorsement by employees. It is anticipated that approval by Fair Work Australia will be granted mid-2014.

At the time of writing of this report both the LSA NT EB and LSA SA EB processes are in their early stages.

The need for SoL to have robust human resource management processes in place is becoming increasingly apparent. Much of the support from the LSA staff, in particular the LSA HR Manager, is in response to situations that emerge due to lack of appropriate policy documentation and clarity of process.

9. Some specific areas of challenge at this time

9.1 Working with and supporting sites of learning with declining enrolments

The plight of sites of learning with declining enrolments continues to demand significant attention. The combined efforts of LSA staff, LSA Finance Committee and site of learning governance and leadership have enabled strategies to be implemented to address the resultant implications of loss of enrolments at some SoL.

9.2 Indigenous education

Both Yirara College and Crossways continued to receive significant support and intervention throughout 2013. The LSA Indigenous Education committee is exploring ways in which to better support individual sites in order for them to best meet the students' learning needs. All SoL were asked by LSA to quarantine the 2014 funding for their Indigenous students so that the support of these students through new programs and initiatives would have the best opportunity of success.

9.3 Leadership density

LSA is committed to growing its leadership density so that the leadership of Lutheran sites of learning continues to be strong and vibrant. Various options are being explored to enable LSA to be more intentional in growing its present and emerging leaders.

9.4 Funding uncertainty and ongoing financial viability

Whilst the LSA is indebted to the commonwealth and state/territory government's financial support, the lack of clarity around government funding has been particularly frustrating and challenging for LSA and its member schools. Recent presentations by the LSA Finance Analyst, Stephen Kroker on the funding

calculator tool were well received by principals and business managers. We acknowledge the outstanding work of Stephen in developing this tool.

The LSA Finance team has developed a Financial Health reporting system comprising three components, *Solvency, Profitability and Sustainability*.

Individual schools financial data from 2009 to 2012 has been analysed against this system. Analysis of the data is informing what measures, if any, are required to improve the financial health of respective sites. The outcome of individual site analysis is being shared with respective school/college councils/boards. The LSA Finance team during the second half of 2014 will extend the analysis to include 2013 actual results plus the next 5 years projected budgets for each school. It is hoped that these measures will further future proof schools' financial viability.

9.5 Embedding Teacher Professional Standards / Managing HR practices

An LSA Working Group has been very busy working through the challenges associated with supporting pilot schools trialling a software package for the recording, access and use of teacher performance standard data within LSA schools. It appears as though the original intention to have a system approach towards the recording of associated documentation is neither feasible nor sustainable. Information updating the situation will be presented verbally at the AGM.

What has emerged is the pressing need for SoL to have robust HR management structures, processes and practices. To this end, further investigation is being undertaken into suitable software packages to assist SoL manage their HR. An update on developments will be presented at the AGM.

11. Strategic Intentions 2013 – summary of actions – see Attachment 2

12. Gratitude and sincere thanks

The LSA staff team deeply values the prayers, expressions of thanks and appreciation received from the LSA community. In turn, the LSA staff team is indebted to the many people within LSA who support working parties, committees and the like through the generosity of their time and talents.

Respectfully submitted



John Proeve
LSA Executive Director

