



LINDISFARNE

Anglican Grammar School

Strategic Plan 2021 to 2025





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A WORLD STANDARD SCHOOL

We are developing a world standard school for families of the southern Gold Coast, Tweed Coast and northern New South Wales.

At Lindisfarne Anglican Grammar School, we are proud of what we've recently achieved for our families in the southern Gold Coast, Tweed Coast and northern New South Wales regions. Not only has there been increasing academic and co-curricular success, with our new Mahers Lane and "Cudgen Boatshed" acquisitions we have put in place the building blocks we believe necessary for the school of tomorrow.

Building on these, over the next three to five years, we will bring to life our plan to transform the School into one with world standard educators and staff, facilities, curriculum and students' wellbeing support programs. These will help to ensure that your children, our students, will achieve their potential.

Just as importantly, they will take their place in the community as well-adjusted young adults who want to contribute to making the world-at-large the best they possibly can. The School's motto is "Luceat Lux Vestra – Let Your Light Shine". That indeed is what we want for all our students, both during their time with us and when they leave.

In the following pages, you will see what we are doing to bring new ideas to life. Of course, as circumstances change, so will how we implement our plans. Similarly, curriculum and co-curricular programs will expand to include subjects and activities currently unavailable. While no-one has a crystal ball, we wanted to show you how we are approaching thinking now about our future so that you will have a sense of both the School your child will enter and what it might look like when he or she leaves.

Stuart Marquardt
Principal









OUR VISION. OUR VALUES. OUR CULTURE.

At Lindisfarne, we share an understanding of where the School is heading, a purposeful enthusiasm for learning and values which apply to our whole community.

Our Vision

Lindisfarne Anglican Grammar School is a high-quality, independent, Anglican, co-educational grammar school that serves the southern Gold Coast, Tweed Coast and northern New South Wales. We seek to provide the distinctive identity, relationships, learning and leadership that support our staff and families to work together to meet our high expectations for the achievement and holistic development of our students in our local, national and international communities.

Our Values

Within our Anglican tradition, we value:

- Compassion: Building genuine relationships through generosity of spirit and care for others.
- Wisdom: Gaining the knowledge, understanding, skills and character that comes from learning.
- Respect: Appreciating all within our environment and leaving an honourable legacy for those who follow.

Our Culture

We cultivate learning through relationships, expert teaching, educational research and innovation that focus on:

- Leadership: Creating the competencies that equip us with hope, clarity and direction.
- Standards: Establishing high expectations that empower student involvement, development, achievement, service and voice.
- Collaboration: Working together within aligned structures, processes, practices and systems that enable our desired ethos and strategy.

LINDISFARNE STRATEGIC PLAN FOR 2021 TO 2025



Achievement

A clear, shared set of high-level expectations for achieving educational standards in keeping with the culture, beliefs and associated strategy.

Communications

Improve the clarity, consistency and effectiveness of our school community's communication at both strategic and operational levels.



Relationships

Build lifelong learning associations that give students the skills necessary for both their educational successes and their future successes within the local, national and international community.

Lindisfarne is in the process of becoming one of the world's great schools. Our aim is for every graduate to be a collaborative problem-solver who is equipped, enabled and empowered academically and emotionally to assume responsibility for making a positive contribution to the world.

So, how will we achieve this?

Initiatives

Direct our strategic potential through targeted, timely and well-executed initiatives.



Reputation

Establish and express a consistent identity, brand and level of performance that reflect our desired reputation.



ACHIEVEMENT

Our Aspiration

A great school privileges the disciplined pursuit of achievement; encourages challenging individual and collective goals; asserts confidence in the capability of all to be successful and seeks out the best processes by which this might be attained; and measures its effectiveness in attaining the best possible outcomes.

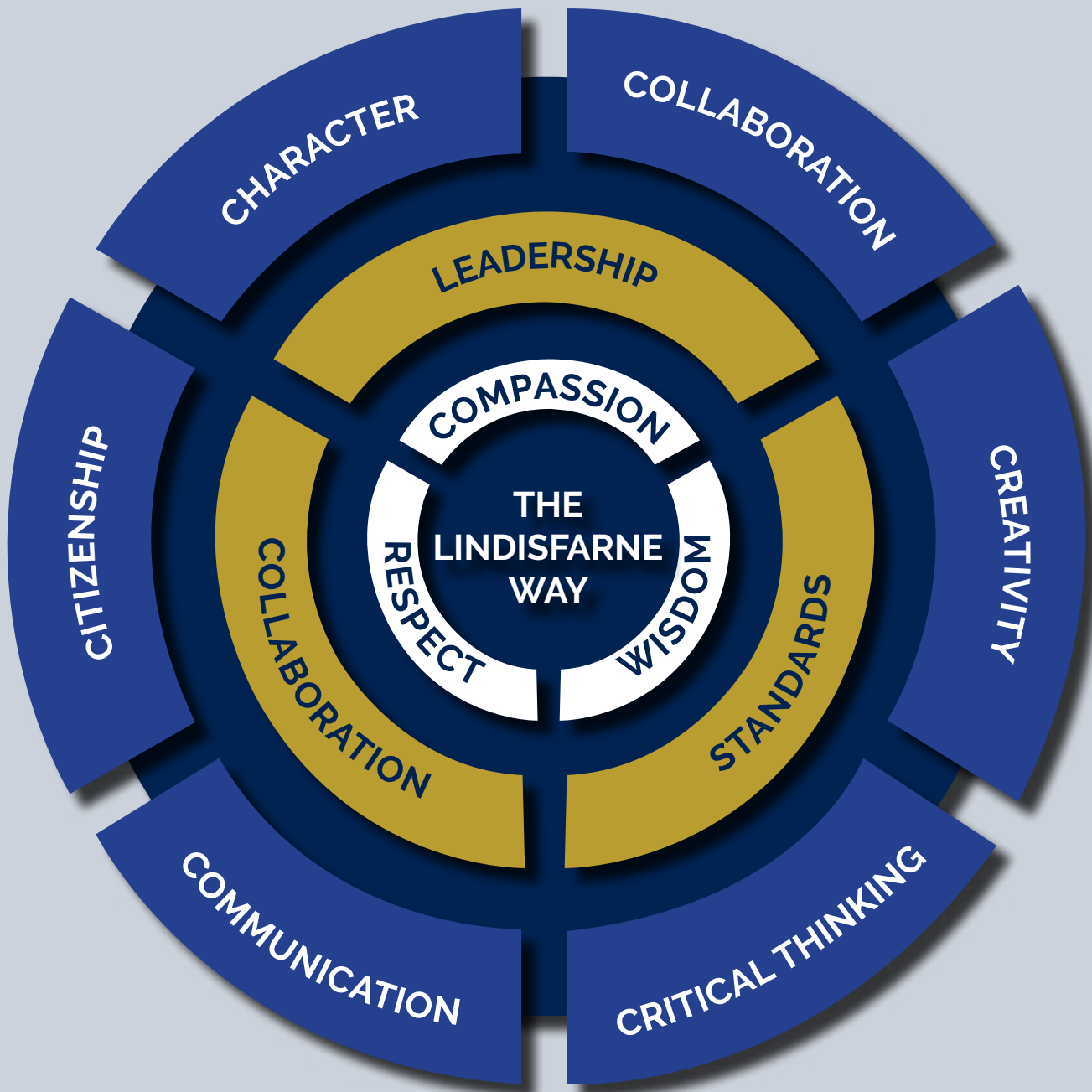
Our Intent

We aspire to a rich and high-quality education for our students provided through structured and stepped programs focused on academics, creative arts, personal development, spiritual development, sports and co-curricular excellence on a local, national and global level.

Our Strategy

We will maintain the quality and rate of improvement of the student learning journey throughout our next phase of growth. To realise this strategy, we will:

- Align and embed all internal and external educational initiatives to the language, framework, methodology, and work flow of The Lindisfarne Way.
- Develop the scope and sequence of The Lindisfarne Graduate to become a clear map of the purpose, people, place, and practice of the Pre-K to 12 Learning Journey of The Lindisfarne Way across the:
 - Junior School
 - Middle School
 - Senior School
- Transition academic departments to become centres of excellence in learning that supports the Pre-K to 12 Learning Journey of The Lindisfarne Way whose work is:
 - Focused on a portrait of "The Lindisfarne Athlete/ Artist/ Mathematician/ Entrepreneur/ Servant etc." that is distilled from The Lindisfarne Graduate
 - Designed to provide developmentally appropriate learning experiences that are clearly articulated in terms of a shared sense of purpose, people, place, and practice that is aligned with The Lindisfarne Way
 - Realised through deeper learning based on innovative, technology-rich, integrated and discipline-specific, evidence-based, and research-driven curriculum, pedagogy, assessment, and reporting that are aligned to our Teaching and Learning Model
 - Enhanced by local, regional, national, and international centre-specific tertiary, industry, enterprise, sustainability, indigenous, and educational partnerships and projects
- Promote a strong culture among students and staff about the character and competencies of the Pre-K to 12 Learning Journey of The Lindisfarne Way via progress on the Lindisfarne Learning Cycle (pictured right).
- Track and record student progress and pathways on the Lindisfarne Learning Cycle in terms of their aspirations, learning, growth, agency, and accountability throughout the Pre-K to 12 Learning Journey of The Lindisfarne Way.
- Track and record staff progress and pathways on the Lindisfarne Learning Cycle in terms of their aspirations, learning, growth, agency, and accountability throughout the stages of their career as a Lindisfarne staff member and leader.



CHARACTER

COLLABORATION

LEADERSHIP

COMPASSION

THE LINDISFARNE WAY

RESPECT

WISDOM

COLLABORATION

STANDARDS

CREATIVITY

CITIZENSHIP

COMMUNICATION

CRITICAL THINKING

COLLABORATION

CREATIVITY





RELATIONSHIPS

Our Aspiration

A great school builds robust and resilient learning relationships within supportive environments that inspire learners to grow in knowledge, skills and character so that they are equipped, empowered and enabled to assume responsibility for making a positive contribution to the world.

Our Intent

We wish to ensure that our whole-school culture, structures, roles and responsibilities are focused on our support for the learning relationships that are at the heart of our school. This requires a collaborative process that helps us to articulate a clear strategic direction that all stakeholders can follow and, at the same time, build trust, strengthen bonds between people and increase connection.

Our Strategy

We will promote community engagement and future learning opportunities for students through partnerships. To realise this strategy, we will:

- Connect more closely with the Bundjalung elders and community to support the School's approach to and programs in reconciliation and sustainability.
- Strengthen relationships with external educational partners and associations.
- Establish external partnerships with elite bodies serving targeted sports and other co-curricular activities.
- Explore tangible university project and ongoing relationship linkages.
- Explore business network and alumni linkages to promote authentic learning, generate more educational enterprise activities, and provide other educational and career opportunities for students.
- Connect more closely with other local preschools, primary and secondary schools.
- Strengthen the development of community service programs.



COMMUNICATIONS

Our Aspiration

A great school listens to its community carefully and consistently, connecting and communicating with it by creating a credible narrative of the school that honours the legacy of its past, frames the complexity of its present and projects a compelling rationale for a preferred future that serves 21st century learning needs.

Our Intent

We believe it is important to take pride in knowing and telling the story of our school in our strategic communications. At the same time, we know that we need to pay attention to the detail and tone of our routine operational communications with parents and students in particular.

Our Strategy

We will refine the Lindisfarne approach to open and aligned communication that balances breadth and specificity of information. To realise this strategy, we will:

- Embed our Lindisfarne language and messages in all of our communications in a human-centred way.
- Tell our Lindisfarne story of growth towards, and opportunity within, a culture based on leadership, standards, and collaboration that is inspired by our Anglican identity, ethos and values of compassion, wisdom and respect even more effectively and positively.
- Research smart technologies and methods for encouraging positive communication behaviours.
- Employ improved methods to connect with the community even more effectively about the Lindisfarne journey, including educating our community about their roles in promoting good communications during this journey.







INITIATIVES

Our Aspiration

A great school invests significant hope, resources and commitment into research and development by planning, conducting and evaluating intentional projects and initiatives that are aligned to the School's mission, realise the School's vision and demonstrate the School's values in action.

Our Intent

We see education as a process in which our whole community might be involved in seeking to care for and challenge children to become whole people within a culture of high expectations.

Our Strategy

We expand the capacity of our campuses to serve our student body and community more generally. To realise this strategy, we will:

- Improve school transportation services.
- Plan for development of the school community as the hub for an expanded and enriched network of internal specialist learning centres and external learning opportunities.
- Explore options for changing the school day to meet student and community needs more effectively.
- Explore possibilities for the introduction of a Lindisfarne residential learning community as well as allied child care, health care and aged care facilities with alternative income streams.
- Explore possibilities for embedding enterprises with alternative income streams through appropriate school and related programs and initiatives (for example: cafe, Lindisfarne farm, Germinate Records, sports facilities and clubs, The Boathouse, etc.).
- Implement a series of strategic building projects and capital acquisitions to enhance campus facilities, and student opportunities and learning.



REPUTATION

Our Aspiration

A great school earns a strong reputation as a great school that exceeds expectations with relation to the quality of its outcomes, the efficiency and efficacy of its processes, its engagement with its community, the consistency of application of its ethos; and the execution of its strategy across the domains of achievement, relationships, communications and initiatives.

Our Intent

We want to be seen as a school that walks the talk as it goes about identifying its potential, driving improvement towards the attainment of this with accountability and transparency, and creating a shared narrative about our journey towards becoming the leading school in our region, with key strengths in academics and targeted attainment in the performing arts, sport and other co-curricular activities.

Our Strategy

We will embed the notion of the Lindisfarne legacy throughout all aspects of school life. To realise this strategy, we will:

- Improve consistency of learning and the lived experience, stewardship of resources, messaging about Anglican identity, and standards of leadership for legacy across all aspects of school life.
- Establish 21C school development, alumni, philanthropy and advancement structures.
- Establish Lindisfarne UnitEd.
- Build community-based mentorship programs .
- Create and embed a living history project in the architecture and facilities of the School.







ONGOING STRATEGIC INITIATIVES

Our ongoing strategic initiatives embed the major initiatives, programs and projects of The Lindisfarne Way.

Faith Formation Program

As an Anglican school, faith is an important part of a Lindisfarne education. We help form a students' approach to faith throughout their stay with us with a staged enquiry process through the Junior, Middle and Senior School.

Mission and Service

As a Christian school we believe that 'at the heart of education is education of the heart.' We also ask ourselves not 'what have I got to get, but what have I got to give?'

Educational Framework

Design and implement a clear and shared set of elevated expectations for the attainment of educational standards in keeping with our desired culture, ethos and associated strategy.

External Relations Plan

Establish and express a consistent identity, brand and level of performance across all domains that is commensurate with our desired reputation.

Centre for Professional Practice

Professional learning and performance development of our teaching staff that is optimised to provide outstanding support for the delivery of our educational framework and the attainment of our expectations for student development and achievement.

Governance Succession and Renewal Process

Establish robust processes of school governance including training, renewal and succession planning.

Educator Impact

Educator Impact supports our teaching and support staff to reflect on their practise and to grow through structured and informative feedback. Helping our staff to grow to meet the changing needs of our students.

Design for Deeper Learning

Lindisfarne's Design for Deeper Learning is structured to enable our students to make a difference in their lives and the world by promoting spaces and programs where teachers and students engage in authentic learning experiences building character, citizenship, creativity, critical thinking, communication, and collaboration.

Round Square

As a Round Square school Lindisfarne shares a commitment to character education and experiential learning built to provide opporuntiiies to our students around the six IDEALS – International Understanding, Democracy, Environmental Stewardship, Adventure, Leadership and Service.

ConnectEd

A continued initiative that provides access to a modern, high-quality device to all students in all year levels as a tool for learning.

DisruptEd

Educating students in future focused learning and their rapidly changing future with a focus on targeting key skills like analytical problem solving, creative thinking and resilience are the foundations of the DisruptEd program.



ONGOING STRATEGIC INITIATIVES

Master Plan

Fundamental planks of the Lindisfarne Master Plan have already been laid with the purchase of **The Boathouse** on Cudgen Creek for our new Water Sports, Wellbeing and Marine Studies Centre, and the acquisition of an additional 12 hectares (30 acres) across two sites in Mahers Lane giving us the room to expand the main school site. Construction of the new **Middle School Centre** will be complete in early 2021 and will feature at least 12 learning spaces with adjacent collaborative spaces, staff hub and additional outdoor learning spaces.

The next major project at the Junior School Campus is the construction of a new **Early Learning Centre**. This new Learning Precinct will comprise three new Preschool classrooms with toilets and storage; three new Kindergarten classrooms with support rooms, storage and toilets; staffroom, meeting room, kitchen and staff toilets. A habitable meandering boardwalk will connect the spaces allowing students to socialise and learn in the outdoors.

Future projects as part of the Master Plan include:

Senior Centre - A dedicated space for our Senior students that would include an exam space, classrooms, flexible learning and study spaces as well as associated staff and support service hubs.

Mahers Lane Junior School - Plans for a second Junior School precinct located on the Mahers Lane site are under consideration to cater for the growth of families through northern New South Wales and the continued expansion of development in the area.

Sustainability Centre - An 'off the grid' learning space dedicated to the School's on-going commitment to environmental education. A space where students not just learn about sustainability, but are immersed in it.

Expanded Sports Facilities - New sporting facilities to meet expanded student numbers at Mahers Lane which could include sports ovals, synthetic hockey pitch, tartan running track and associated flexible spaces for other sport training.

Performing Arts Centre - A world class Performing Arts Centre where the talents of our students across all disciplines of Performing Arts including Dance, Music and Drama could sit alongside our unique offerings like our Recording Studio and Record Label.

Our Master Plan caters to our large aspirations to offer a world class school with the dedicated facilities to match.





LINDISFARNE

Anglican Grammar School

Luceat Lux Vestra — Let Your Light Shine

Junior School

Preschool to Year 4
Sunshine Avenue Campus
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Middle and Senior School

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