



Executive Director's Report to LSA Annual General Meeting 17 May 2013

2012 was a year of significant transition for LSA with 12 changes to the leadership within LSA Schools and Kindergartens and a newly appointed Executive Director. Throughout the year there was a systematic review of processes and practices on many fronts, and the establishment of new support networks.

On reflecting back over the year I am very mindful of the amazing blessings that God grants to the Lutheran Schools Association and thereby each site of learning. These blessings come in the form of the students and staff that comprise each site of learning; the financial support from governments – federal and state/territory, and parents through fees, and generous benefactors; volunteers who give of their time and talents to support through spiritual leadership, governance, a variety of special educational and support programs, fundraising, and many other ways. We, therefore should, 'Rejoice always, pray continually, give thanks in all circumstances; for this is God's will for [us] in Christ Jesus.' I Thessalonians 5:16-18.

1. LSA Governance

1.1 LSA Council

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 Saegenschnitter**, 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.

I take this opportunity to sincerely thank the LSA Council for their leadership and support throughout 2012 and the confidence shown to myself and the LSA staff team.

Changes to LSA Council

Pastor John Gerhardy who had faithfully served on the Council for nine years, was farewelled at the end of 2012. His contribution to LSA over this extended time is acknowledged and greatly appreciated.

As Stephen Kroker has taken up appointment to LSA staff he resigned from his position on the LSA Council. An appointment to replace this vacancy is pending.

1.2 LSA Constitution Changes – resolution of Special Meeting 30th April 2013.

Proposal for LSA to establish a DGR Fund

The proposal that LSA establish a Deductible Gift Recipient Fund (DGR) operated specifically for the purpose of receiving land directly as a donation was passed by a resolution of a Special Meeting of The LSA Association on Tuesday 30th April. This passing of this resolution required alterations to the constitution which were duly executed and lodged with the Office for Consumer and Business Affairs. The Australian Tax Office registered the LSA School Building Fund on Thursday 2 May 2013.

I wish to express sincere thanks to members for their response to this special meeting request. The outcome has expedited the process to optimise benefit to all parties concerned.

2. LSA Staff

2.1 2013 Team

John Proeve [Executive Director]; **Loyd Fyffe** [Deputy Director]; **Stuart Traeger** [Spiritual Development Leader]; **Tyna Newman** [Business Manager]; **Tori Weiss** [Education - Christian Studies Officer – Kindergarten/Primary]; **Sue Kupke** [Christian Studies Officer – Secondary]; **Neil Lutz** [Human Resource Manager]; **Christine Reid** [Indigenous Education Facilitator]; **Rod Wearn** [ICT Consultant]; **Stephen Kroker** [Finance Analyst]; **Heather Waring** [Executive Assistant]; **Phyllis Vosgerau** [Administrative Assistant]; **Tessa Olesnicky**, [Finance Assistant]; **Gerry Conley** [OHSW Officer]

Departures from LSA Staff Team

Neville Grieger [Spiritual Development Facilitator] resigned in November to take up the position of Assistant Director of LESER (Lutheran Education South East Region – Vic, NSW & TAS). Neville's passion and commitment to supporting the spiritual development of leaders and school communities over five years of service had a profound impact as was the publication of his two books 'Seeking Authenticity' and 'Authentic Spirituality'.

Anne Dohnt [Christian Studies Officer – Kindergarten/Primary] resigned after six years of service to take up the position at Lutheran Education Australia as the LEA Assistant Director - Formation. We thank Anne for her passion towards ensuring that Christian Studies remains central to the education provided in LSA schools and centres.

Tyna Newman [Business Manager] resigned on 26 April 2013 after three years of service. We thank her for the contribution made to the LSA Office and schools, kindergartens and centres. Tyna has been appointed as Business Manager (part-time) at Encounter Lutheran College, Victor Harbor.

New LSA Staff Appointments for 2013

Stuart Traeger [Spiritual Development Leader], Tori Weiss [Education Officer Christian Studies Kindergarten/Primary]; Stephen Kroker [Finance Analyst 0.5FTE].

On behalf of the LSA, I thank the LSA Team for their commitment and service over the past 12 months. Their combined efforts have made a significant contribution to the successful operation of LSA.

3. LSA Enrolments

The 2012 August census revealed that there were 14,957 students in LSA schools, an increase of 0.45% over 2011. There were 393 students in the 5 SA Pre-Schools, down by 6.2%. SA Primary Schools increased by 1.1% to be 7300 and the 4,705 students attending SA Secondary Schools showed a decrease of 0.32%.

In 2011 WA School enrolments decreased by 6.7% when compared to the previous year to be 1428. In 2011 NT schools had an enrolment of 1463, up by 3%.

Summary of enrolments 2012 – August census

	SA	NT	WA	LSA	LEA
Primary	7300	815	836	8951	22353
Secondary	4766	648	592	6006	15936
Total	12066	1463	1428	14957	38289

Across Lutheran Education Australia 39 of the 85 Lutheran schools are members of the LSA system catering for 40% of the total LEA enrolment. In LSA 23% of the enrolments are listed as being members of the Lutheran Church; the percentage of Lutheran enrolments in Western Australia and the Northern Territory is considerably below this regional percentage.

Detailed Statistical Data 2011- 2012

South Australia	2012	2011	add (loss)
Aberfoyle Park, Our Saviour LS	204	197	7
Angaston, Good Shepherd LS	104	101	3
Blackwood, St Peters LS	212	205	7
Blair Athol, St Paul LS	343	336	7
Ceduna, Crossways LS	62	82	(20)
Clare, Vineyard LS	109	104	5
Eudunda, St John's LS	133	127	6
Gawler, Immanuel LS	335	324	11
Golden Grove, Golden Grove LPS	273	280	(7)
Hahndorf, St Michael's LS	377	368	9
Highgate, Concordia C	754	741	13
Highgate, St John's LPS	477	431	46
Lobethal, Lobethal LS	149	169	(20)
Loxton, Loxton LPS	158	166	(8)
Lyndoch, St Jakobi LS	175	173	2
Maitland, Maitland LS	159	155	4
Mawson Lakes, Endeavour C	466	460	6
McLaren Vale, Tatachilla LC	1,099	1,028	71
Morphett Vale, Calvary LPS	152	121	31
Mt Barker, Cornerstone C	756	744	12
Mt Barker, St Mark's LS	356	355	1
Mt Gambier, St Martins LS	500	518	(18)
Murray Bridge, Unity C	798	924	(126)
Novar Gardens, Immanuel C	915	928	(13)
Novar Gardens, Immanuel PS	578	579	(1)
Nuriootpa, Redeemer LS	426	414	12
Para Vista, Good Shepherd LS	311	318	(7)
Port Lincoln, Navigator C	354	294	60
Spring Head, Trinity LS	93	95	(2)
Tanunda, Faith LSS	682	660	22
Tanunda, Tanunda LS	220	209	11
Victor Harbor, Encounter LS	237	244	(7)
Waikerie, Waikerie LS	99	88	11
LSA SA total	12,066	11,938	128

Northern Territory	2012	2011	Add (loss)
Alice Springs, Yirara C	157	203	(46)
Alice Springs, Living Waters LPS	328	350	(22)
Darwin, St Andrew's LPS	76	76	-
Howard Springs, Good Shepherd LS	902	792	110
LSA NT total	1,463	1,421	42

Western Australia	2012	2011	Add (loss)
Dalyellup, Ocean Forest LC	405	480	(75)
Warnbro, Living Waters LC	1,023	1,051	(28)
LSA WA total	1,428	1,531	(103)

LSA SA/NT&WA total	14,957	14,890	67 +0.45%
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4. Teaching staff

	SA	NT	WA	LSA	LEA
Full time	665	106	120	891	2345
Part time	419	40	31	490	976
Total	1084	146	151	1381	3321
FTE	906	131	141	1178	2907

With regard to staff in LSA schools, 44% identify as Lutheran; we acknowledge the gift that members of other Christian collectives are to our region.

4.1 New Leaders in LSA

New Leaders: May 2012 – May 2013

- Rebecca Heinjus, Principal, Spring Head Lutheran School, Mt Torrens from 24 June 2013 (from Principal, Sunshine Christian School, Sunshine, Vic)
- Zoe Rose, Director, St Andrew Lutheran Child Care Centre, Nightcliff NT from 27/10/2012
- Emma Wood (resigned) Director, St Andrew Lutheran Child Care Centre, Nightcliff NT from 26/10/12
- Anne Marschall, Principal, Good Shepherd Lutheran School, Angaston from 1/1/2013 (from Assistant Principal, Our Saviour Lutheran School, Aberfoyle Park)
- Tori Weiss, LSA Education – Christian Studies Officer (K-7) from 14/1/2013 (from Principal, Spring Head Lutheran School, Mt Torrens)
- Stuart Traeger, LSA Spiritual Development Leader from 14/01/2013 (from College Pastor Cornerstone College, Mt Barker)
- Steven Seidel, Principal, St Michael's Lutheran School, Hahndorf, from 1/1/2013 (from Principal, Good Shepherd Lutheran School, Angaston)
- Ellen Antic, Director, St Martins Pre School Kindergarten, Mt Gambier from 8/10/2012.
- Marita Vivian (resigned) Director, St Martins Pre School Kindergarten, Mt Gambier from 21/9/2012.
- Jeanette Treble, Director, Southern Barossa Community Child Care, Lyndoch from 28/5/2012
- James Heyne, Principal, St Mark's Lutheran School, Mt Barker SA as from 8/10/2012 (from Principal, Wagga Wagga Lutheran Primary School, NSW)

5. New Developments

- 5.1** Encounter Lutheran College, Victor Harbour expanded into secondary education from the commencement of 2012. The enrolments across the whole college progressively increased throughout the year which has brought renewed energy and optimism as the staged expansion into secondary provision takes place. There will be on-going infrastructure developments to cater for the secondary enrolments over the next years.
- 5.2** Maitland School undertook a building program in preparation for the introduction of Year 8 and 9 enrolments from commencement of 2013. The new development incorporated general learning areas, a technology centre, music room and science laboratory. 28 students transitioned into Year 8.
- 5.3** Mount Barker East. The expansion of Lutheran Education provision in the Adelaide Hills continues to be explored. The scope within this growth area is exciting and is providing opportunity for the Lutheran Education Adelaide Hills schools to work cooperatively together on realizing a shared vision. Land within the new development has been generously gifted to LSA for the purpose of education and ministry. As the exact nature of the education offering is yet to be determined there is no defined commencement time for development.

- 5.4 Roseworthy, Northern Adelaide Plains. The planning for this school development is on hold until formal State Government Planning approval for the residential development is granted. The timeline for this school development will likely be pushed out to 2019.
- 5.5 Two Wells, Northern Adelaide Plains. This is a Greenfield residential development, comprising 195.7 hectares, located in the vicinity of the Two Wells township. This development is part of the South Australian Government's 30-Year-Plan. The project is now poised to receive State Development Plan Approval in the very near future. The developer and the LSA have entered an agreement to establish a birth to Year 12 school on granted land which will form the heart of the community hub. The timeline for this development is yet to be determined.
- 5.6 Lutheran Education Northern Suburbs (LENS) Schools collectively agreed on Endeavour College taking on Year 7 enrolments from the commencement of 2016. St Paul Blair Athol, Golden Grove and Good Shepherd, Para Vista will from 2016 provide Reception to Year 6 education.
- 5.7 Continued discussions are occurring into the future education provision in the Barossa Valley in relation to the positioning of Year 7 enrolments. It is anticipated that Faith will take on Year 7 enrolments from the commencement of 2017.

6. Industrial Landscape

The respective Enterprise Agreements for South Australia and the Northern Territory were endorsed by employees and approved by Fair Work Australia during 2012.

The Western Australian Enterprise Bargaining process has been finalised 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-2013.

LSA recognises the significant contribution that Neil Lutz makes to the Enterprise Agreements within its jurisdiction.

There has been an increasing demand for support in industrial and human resource matters over time and the LSA, aware of the importance of timely and professional advice to its members, is looking at ways to ensure that this service is given the appropriate resourcing to best meet needs.

7. Challenges ahead

7.1 LSA Schools reflecting the hallmarks of being a Lutheran School:

'Seeking Authenticity' and 'Authentic Spirituality' – Resources for Leaders written by Nev Grieger.

Since the beginnings of Lutheran Schooling in Australia there has been the ongoing challenge of maintaining integrity of Christian Education; an education that informs all that happens within the context of the life of a school. *Seeking Authenticity*, based around six propositions, provides a practical means for School Leaders to reflect and act on the core elements of a Lutheran school. In *Authentic Spirituality* Nev Grieger challenges conventional constructs of 'spirituality' and their applicability to the 21st Century school setting. It proposes that in schools there needs to be 'real connection' to the world of the young of today so that the opportunities for faith formation are maximised.

We commend Nev on capturing the essence of what authentic Lutheran schools in the present time could and should strive to be and the challenge given to school leaders to reflect on what authentic spirituality is within their respective school contexts.

The LSA team and in particular Stuart Traeger [Spiritual Development Leader] will continue to work with leaders and teachers to ensure that LSA Sites of Learning maintain their distinctive 'Lutheran' character.

7.2 Financial viability of member schools

This was a year of consolidation and revisiting of core values and purpose for some of our member schools. The economic climate challenged some families to reconfirm their allegiance to the principles espoused by our schools. The realities of the tightening fiscal situation over the past two years which has directly impacted on enrolments of some schools resulted in a reduction of staffing either through non-renewal of contracts or retrenchment. Whilst this was not desirable it was prudent management within these schools.

The analysis of the financial reviews undertaken in late 2011 led the LSA Finance Committee in 2012 to instigate the provision of financial mentoring and review of the emergency funding support for schools experiencing significant financial hardship. The mentoring program has seen direct support provided to Business Managers and in turn, the finance committees of these schools.

- **Supporting schools with small enrolments**

A new funding model for small schools is being trialed over 2012- 2013. Potential partnerships between schools to maximize efficiencies are being explored.

- **Supporting Schools experiencing financial hardship**

The LSA Finance Committee has had significant focus on schools requiring financial advice and support to ensure their present and future financial viability. As an extension of the new funding model considerable research has been undertaken to ascertain mechanisms whereby schools in financial hardship can be supported in the short term to ensure their on-going viability.

Targeted support to Ocean Forest, Dalyellup, WA.

Two proposals aimed to cap the debt of Ocean Forest will be presented at the LSA AGM. LSA is believes that either of these strategies, together with a reenergized focus on marketing and community promotion will enable Ocean Forest to be in the best position to again flourish within its local educational setting. The leadership of this College is cognizant of the context it is presently operating in and has made purposeful steps towards bringing the College back to a financially secure position.

7.3 Redefining the teaching profession: Teacher Professional Standards

The greatest asset in a Lutheran School, aside from the students, is the staff so it is of fundamental importance that LSA demonstrates commitment to professionally develop teachers and other staff. Further to this it universally agreed that teacher quality has singularly the greatest impact on student achievement. The LSA is intentional in its desire to ensure that students in its sites of learning are provided quality teaching. A LSA Teacher Performance and Development Working Group was formed in June 2012 to frame a process for the assessment of LSA teachers against the AITSL professional teacher standards and in alignment with LSA's current Enterprise Agreement conditions.

A comprehensive package of documents was distributed to all schools and centres in November 2012. Information regarding this conveyed at a meeting at Endeavour College on 27th November 2012, and subsequent further documentation will enable LSA teaching staff to be supported in working towards meeting the AITSL teacher standards into the future.

The LSA Working Group is finalising the contract for a software package for the recording, access and use of this data within LSA schools. It is anticipated that all schools and centres will be informed of the associated costs in the near future.

The members of the Working Group: Vera White Concordia College, Rob Rohde Cornerstone College, Kylie Watson Cornerstone College, Linda Warner Our Saviour Lutheran Primary School, Kathryn Krieg St Jakobi Lutheran School, Neil Lutz Lutheran Schools Association, Sue Kupke Lutheran Schools Association and Louise Firrell Independent Education Union SA are commended on the very thorough and collaborative way in which they have worked to support LSA in this important initiative. The LSA Council in November 2012 approved the recommendation that *The LSA Teacher Professional Standards Framework be adopted and universally applied across LSA schools*. Attached is a schematic diagram outlining the LSA approach to Classification and Development of Teachers.

7.4 Indigenous education

The programme is supported by Commonwealth Government funding which supports the Indigenous Education Programme. The funding provided is used in three ways:

- To fund the role of LSA Indigenous Education Facilitator
- To fund schools according to their Indigenous enrolments so that Indigenous students are supported in their learning
- To fund schools for special projects

Throughout 2012 schools were further supported in embedding Indigenous perspectives into the Australian Curriculum. This was a key celebration of a review of the IEP undertaken during the year.

The two LSA schools which have 100% Aboriginal student enrolments, Yirara College and Crossways, were the focus of considerable attention throughout 2012. This focus continues in 2013. The leadership of these two schools is challenging and hugely complex and continues to be given due priority in 2013. The limited availability of suitably qualified and committed teachers and other staff to serve in these two schools is some cause for concern.

8. Strategic Intentions 2012

Throughout 2012 the LSA Team continued to focus specific support linked to the 2010-2011 LSA Strategic Initiatives:

- 1) **We will provide support for management teams and governance in developing their understanding of, and responsibility for, the financial operations of a school.**
 - Workshops for Business Managers – focus on audit process
 - Governance workshops – localized to school context
 - Utilization of the Somerset model of school benchmarking
 - Conducted visits to target schools
 - Continued finance visits to schools and kindergartens (3 year cycle)
 - Introduction of a standardized budget template
- 2) **We will provide support for school councils in developing their understanding of, and responsibility for, governance of a school.**
 - Governance workshops
 - LSA partnered in a workshop on Risk Management
- 3) **We will review the funding model arrangements for small schools.**
 - Revision of funding model for small schools
- 4) **We will further explore what it means to being an authentic Lutheran school.**
 - Challenged leaders to imbed the hallmarks of Lutheran Schools in their respective communities
 - Challenged schools and congregations to intentionally partner in shared ministry
 - Continued to support principals in their spiritual leadership
 - Encouraged ALL staff – but especially senior staff in the task of spiritual leadership.
 - Worked with Early Learning Centres to assist them to better understand what it means to be part of a Lutheran organization / system
- 5) **We will continue to show innovative leadership in ICT and school and system communication**
 - Engagement in creative technologies to connect leaders and pedagogues in critical communication around innovation in teaching and learning
 - General advice to schools on technical support for education programs
- 6) **We will support schools in undertaking all requirements pertaining to the implementation of the Australian Curriculum**
 - School visits for staff professional development, strategic planning and support for classroom pedagogy
 - Extensive support of pilot schools in learning technologies

7) We will support principals in their leadership of innovation and creativity

- Hosted a Teaching and Learning forum - led by George Curous – (American Educator)
- Engaged schools in creative, innovative and imaginative approaches to teaching and learning

9. Strategic Intentions 2013 - 2015 Future Perspectives – (attached documentation)

The LSA Team separately and through engagement with representative groups, reflected on its purpose and how it can best meet the needs of all sites of learning into the future. This led to the creation of the following vision and mission statements.

LSA Vision:

‘A collaborative team enabling, encouraging and supporting our sites of learning to be thriving, innovative providers of quality Christian education’

LSA Mission Statement:

‘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)

The attached Strategic Intentions 2013-2015 document, endorsed by the LSA Council in February 2013, outlines the scope of the reflections on present and future focus and the five key result areas around which the strategic intentions will concentrate.

The LSA Staff Team will work collectively and as smaller sub-teams to effect the intentions of the Strategic Direction. In order to be more effective as a team, LSA will engage more intentionally with the Cluster groups of LEAH, LENS, BARLE and LESWR.


10. LSA Office Redevelopment

Between mid-December 2012 and late January 2013 refurbishment of the office was undertaken. The core objective of creating more work stations and dedicated office space has been achieved without increasing the total footprint.

11. Gratitude and sincere thanks

A key focus of LSA over the past 12months has been around collaborating and operating as a ‘system’. There have been many examples by individuals and member schools, kindergartens and centres, where this has been modeled and exemplified by selfless service and support. Please accept the sincere thanks of the LSA Team for the enormous contribution made in service to LSA.

Respectfully submitted



John Proeve
LSA Executive Director