



STRATEGIC PLAN | 2020 - 2025

Tyndale Christian School

*To equip students to be disciples of Jesus through
Christ-centred Biblical education*



Introductory Message

For over 50 years, Tyndale Christian School has provided quality Christian education to students in the Blacktown area; teaching all subjects from a distinctively Biblical point of view and modelling to students what it means to live and relate as Christians. Tyndale has a current enrolment of approximately 1000 students from Preschool to Year 12, supported by over 140 staff.

As we reflect on Tyndale's journey, we are grateful to those who established a school where Jesus Christ would be central to learning and where the critical role of parents as the primary educators of their children is acknowledged. Most of all, we are grateful to God for His faithful provision and His guidance as we have sought to serve and honour Him through our educational endeavours.

Tyndale is committed to preparing and equipping our students to be disciples of Jesus by providing a Christ-centred Biblical education. This Strategic Plan displays our commitment to partnering with parents to develop servant-hearted men and women who have a knowledge of God's saving grace, know that their identity is found in Christ and have the capacity and desire to transform the world in which they live and to share the good news of Jesus Christ with others.

Our strategic vision will focus on five priority areas. The first and most significant of these is protecting and enhancing the centrality of the School's Christian identity. Our educational focus is on developing and providing excellent learning opportunities for all students. We will initiate reforms to ensure that all facets of governance are consistent with best practice and that we facilitate servant leadership and excellence in all our staff. The inclusion of financial sustainability reflects our commitment to ensuring that Tyndale has the means to provide an exceptional education to future generations of families in the Blacktown region.

It is our pleasure and privilege to introduce the Strategic Plan for 2020-2025. This plan builds on our strong foundations and provides the strategies by which we will equip our students to be servant-hearted men and women who serve the Lord with gladness.



Tony Cassidy
Chair of the Board



Rebecca Hall
Principal

Our Guiding Principles

Since its beginnings, Tyndale has developed several key statements that define its identity as a Christian school committed to a Reformed theological perspective: Biblical principles; educational excellence; professional and loving relationships and ethical behaviour. This Strategic Plan honours and builds upon these statements, which include:

- The Association for Christian Education of Blacktown Limited Constitution; and
- The Tyndale Educational Creed

Tyndale's five Core Values are:

- Excellence in Christ-centred education
- Covenant community
- Parental control
- Biblical basis
- Christian discipleship

These documents and Values, together with the School's parent-controlled heritage, are outcomes of Tyndale's Association governance model – key characteristics of the School that this Strategic Plan aims to preserve and enhance in the coming years by:

- Providing clarity of vision and purpose so that the Tyndale community can plan and make decisions with confidence that they conform to the School's Mission, while nonetheless having the flexibility to respond to changing external circumstances
- Emphasising Christian identity as the School's key foundational characteristic
- Focussing on enhancing relationships between all groups within the School community: parents, students, teachers, non-teaching staff, Association and Board of Directors
- Making quality education a central focus area at all levels in the School
- Supporting teaching and non-teaching staff as they exercise their indispensable service in fulfilling the School's Mission, Vision and Purpose
- Clarifying and reinforcing the School's governance structures and practices
- Providing the resources required to enable the School to meet its objectives in a sustainable manner





Nurturing servant-hearted students

Our Context

Following implementation of the *Strategic Plan 2015-2019* and subsequent Operational Plans, the Board undertook a re-assessment of the needs and objectives required to ensure a continued commitment to the School's Mission and Vision for the coming years.

A series of focus group meetings with staff, students and Association members were conducted in Terms Three and Four of 2019. Following these meetings, wide consultation with the Tyndale community was undertaken, including an extensive online survey in November to December of 2019 which covered seven broad areas:

- Our students and their education
- Our staff
- School culture and community
- School environment, facilities and technology
- Governance, leadership and finance
- School Mission Statement
- School Vision Statement

All students in fifth grade and above, together with all teachers, parents, non-teaching staff and Association members were invited to participate in the survey, resulting in submission of 476 completed responses. Responses were anonymised, collated and analysed, and every response was carefully considered by the Board in the process of developing this Strategic Plan, to ensure that this document reflects the aspirations of the School community, while also remaining true to the School philosophy, ethos and direction.

In parallel with the online survey, a demographic analysis was undertaken of the School's drawing area that analysed current data and future projections for factors such as population size, age distribution, educational attainment, cultural background, religious affiliation, occupational diversity, income levels, family composition, employment levels and other socio-economic indices.

Development of this strategic vision was assisted by Dr Stephen Codrington from Optimal School Governance (<https://optimalschool.com>).



Our Mission

The Mission is the **enduring purpose** of the School. Tyndale's mission is:

To equip students to be disciples of Jesus through Christ-centred, Biblical education

Our Vision

The Vision flows from the Mission and it defines the ways in which the Mission *shall be enhanced* during the period of this Strategic Plan. It is designed to be ambitious and challenging while still being achievable and should contain criteria for determining success. Tyndale's strategic Vision is:

Partnering with parents in a covenant community^a, nurturing servant-hearted students^b with an understanding of Christ's saving grace^c while providing academically rigorous education^d in a safe and caring environment^e

Specific **criteria for determining success** arise from each facet of this strategic Vision:

- a. An improvement in parents' satisfaction ratings when compared with the December 2019 community-wide survey
- b. An increase in the proportion of students who participate willingly in community service projects and who maintain such commitment after graduating from the School
- c. An increase in the proportion of students who self-identify as committed Christians
- d. An improvement in academic rigour as reflected in students' application, evaluation outcomes and HSC performance
- e. An increase in the proportion of students in all sections of the School who report that the School's environment is safe and caring

Our Five Focus Strategies

This five-year strategic Vision will be achieved through a focus on five priority areas:

1. Christian Identity
2. Education
3. Governance and the Association
4. Staffing and Leadership
5. Financial Sustainability





Christ-centred, Biblical education

1. Strategy - Christian Identity



Protect and enhance the centrality of the School's Christian identity as expressed through every characteristic and activity of the School

- 1.1 Every program, activity, initiative and capital development project must satisfy the missional criterion that it helps to serve the development of genuine Christian character and preparation for Christ-like service.
- 1.2 Every staff member and volunteer who serves the School is expected to uphold a Biblical worldview in every aspect of life.
- 1.3 The integration of Biblical principles into the curriculum and across all organisational practices will remain a hallmark of the School's identity.
- 1.4 Processes will be reviewed regularly to ensure that the School's culture is gospel-centred, intentional, cultivated, understood and communicated.
- 1.5 A Christian worldview shall continue to be promoted to the students to establish a foundation that will equip them to be disciples of Christ.
- 1.6 The School will take every step to provide a safe and secure environment that protects and enhances the students' wellbeing.



Academically rigorous education

2. Strategy - Education



Focus constantly on developing and providing exemplary learning opportunities for students of all ages

- 2.1 All staff and volunteers will make every effort to help students achieve personal excellence in order to use their God-given talents effectively for His glory in the service of others.
- 2.2 The School will identify and investigate barriers to student motivation, including the role of recognition and acknowledgement of student achievement, and take steps to raise the level of student motivation.
- 2.3 The School will develop student profiles of the ideal Tyndale graduate at each stage of transition and this will inform the School's educational program. The student profiles shall accommodate individual differences, abilities, virtues and learning styles, thus encouraging individualised attention to students' needs wherever possible and practicable.
- 2.4 The School will commit to raising students' application, evaluation outcomes and HSC performance.
- 2.5 The School will identify patterns and areas where student discipline is administered inconsistently and take steps to ensure that the consequences of students' actions are managed fairly.
- 2.6 The School will encourage programs and activities that help develop global awareness and discipleship among its students, teachers and non-teaching staff.
- 2.7 The School will provide information technology resources with sufficient speed and reliability to optimise the quality of students' learning.

TYNDALE

EDUCATIONAL CREED
*The fear of the Lord is the beginning of wisdom,
 and the knowledge of the Holy One is insight.
 (Proverbs 9:10)*

1. OUR COMMON FAITH

As a community united in Christ for the education of youth we CONFESS with the church universal that there is one God, eternal and indivisible, in whom are three persons, Father, Son and Holy Spirit, which three Persons are really, truly, and eternally distinct, each one Truly God, yet without in any way destroying the unity of the one and only God, who is one and not three.

That this one God is the Creator of all things, visible and invisible. That man was created in the image of God with dominion over creation. That being tempted by the devil man sinned by disobeying the express command of God, so repudiating his Creator and bringing God's wrath and curse on himself and on the whole creation over which he rules.

That, by the curse of sin justly imposed every man is cut off from communion with God and is dead in sin, wholly corrupt throughout the whole man, utterly indisposed, disabled, and made opposite to all good, and wholly inclined to all evil.

That God in his love for the world, sent his only Son, Jesus Christ our Lord to be born of the virgin Mary, being conceived by the Holy Spirit, to live and suffer on this earth as a man under the curse of sin, though Himself without sin, to endure the fullness of God's curse on sin in his death on the cross as a ransom for many, laying down his life for the sheep so that all who believe in him should receive without regards to their works or merit, full and free pardon, the riches of God's favour as his sons and heirs, and eternal life in Christ, being renewed by the Holy Spirit in Christ's likeness.

That the Lord Jesus Christ, having died for our sins, rose again on the third day by the power of God, ascended to heaven and is now seated at the right hand of God the Father Almighty who has put all things in subjection under his feet, appointing him to be Head of all things to the Church, which is his Body.

That, at the time appointed by God and known to no man, this very same Jesus shall come again revealed in power and great glory to judge all men living and dead, and having destroyed this present world to establish the new heavens and new earth in which righteousness has a permanent home.

That when the Lord Jesus comes again all the dead shall be raised bodily, those who, by faith, have done well, to eternal life, and those who, through unbelief, have done evil, to eternal condemnation.

That the risen Christ has sent the Holy Spirit into the world that by Him redemption might be effectually applied, the divine purpose of salvation accomplished, and the Church equipped for its mission on earth.

That the redemptive activity and gracious favour of God, Father, Son and Holy Spirit is essential for the fulfilment of man's life.

2. THE WORD OF GOD

WE CONFESS that the Scripture of the Old and New Testament, acknowledged in the confessions of the Reformation, is the infallible Word of God, and so is in all things, our supreme standard by which our whole life is to be judged.

That Scripture is the integral divine Word by which God, through His Spirit, draws us to and enlightens us in the truth, which is Christ Jesus our Lord, the eternal Word of God;

That the same eternal Word who reveals Himself in Scripture reveals Himself in all that He has created so that the revelation of God is one;

That Scripture is indispensable and determinative for our knowledge of God, of ourselves and of the rest of creation, and also for the whole educational task.

3. MAN'S LIFE

WE CONFESS that man, as God's image-bearer, is given dominion over creation to rule it, manage it, and develop it under God, who is King over kings and Lord over lords.

That man's life is fulfilled only in a life of free, willing submission to God, a life lived in harmony with the law of God for his creation made known in the integral revelation of the Word of God.

That, being now fallen into sin, man can attain this fulfilment only through renewal by the Holy Spirit after the image of his creator.

That for man to attempt anything at all in independence of God or in ignorance of God's revelation is inherently destructive of man and of the creation over which he is given dominion.

That it is man's glory, as God's image-bearer to do everything so that the glory of God is revealed in his doing.

That the development of the child as the image-bearer of God is a central concern of the educational task.

4. SIN & EDUCATION

WE CONFESS that human life in its entirety is religion, unfolding itself as service of one true God or of a God-substitute.

That in sin man has repudiated God in favour of God-substitutes with the result that he is cut off from the knowledge of God, of himself, and of the meaning of creation, so that the light that he supposes he has is darkness and his wisdom is folly.

That, apart from the man Christ Jesus, no man is exempted from this falsifying of knowledge through sin, but from conception all alike grope in darkness, being blinded to the meaning of life, of the world, and of man himself.



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3. Strategy - Governance & the Association



Ensure all facets of governance through the Association and the Board are enriched and consistent with 'best practice'

- 3.1 Grow the Association to facilitate opportunities for serving the School community and to promote awareness of and involvement in governance.
- 3.2 The parent-controlled heritage of the School is to be protected and promoted as one of the School's positive attributes, being a partnership that encourages parent engagement.
- 3.3 The Board will engage in regular, independently conducted Board performance reviews to ensure a continuing high standard of effective governance.
- 3.4 The Board will explore mechanisms to facilitate succession planning, including its links with the Association, to maintain strong and sustainable governance of the School into the future.
- 3.5 Engagement and alignment will be strengthened between the Association and other voluntary groups, such as Tyndale Connect.



4. Strategy - Staffing & Leadership



Facilitate servant leadership and excellence in the School's senior administration, teachers and non-teaching staff

- 4.1 The School's Executive and Board will strive to retain and attract top quality teaching and non-teaching staff.
- 4.2 The School will ensure fairness and equity in staff workloads.
- 4.3 The School will build staff capacity through a process of regular goal setting and appraisal to encourage professional self-improvement, thus ensuring that levels of performance and teaching quality are consistently high and Christian conduct is consistently modelled.
- 4.4 Communication and other factors affecting engagement will be monitored and enhanced where gaps are identified.
- 4.5 The School will identify and nurture servant leadership potential among its teachers and non-teaching staff.



5. Strategy - Financial Sustainability



Target sustainable funding to meet identified needs while ensuring education remains affordable

- 5.1 The Board and the staff will manage the School's resources and risks as Christian stewards.
- 5.2 The Board and senior management will explore alternative sources of funding for purposes such as capital works and grants.
- 5.3 Fees and fee structures will be set at a market competitive level while ensuring sufficient funding is available to finance best practice educational provision with all necessary capital development and maintenance.
- 5.4 Provision will be made to simplify access to fee assistance to school families who find themselves in financial stress.
- 5.5 School finances will be used as a means to help achieve the goals of the School's Mission rather than as ends in themselves, and to that end, the School will be recognised for being conducted in a compassionate yet business-like manner.
- 5.6 Update the Master Plan to focus on educational facilities and other supportive amenities such as car parking and traffic flow.

Translating Strategies into action

The strategies outlined in this Strategic Plan will be prioritised and implemented through annual Operational Plans by the School's Board, Executive, teachers and non-teaching staff. At the end of each year, progress on meeting targets will be evaluated, re-assessed if appropriate, and used for setting the following year's Operational Plan.

The School will report periodically to the School community of progress made towards achieving the goals of this strategic Vision.



Safe and caring environment





SERVE THE LORD WITH GLADNESS

Tyndale Christian School

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