2016 has been a year of transition, of consolidation, of taking stock and of firming up our future directions. I arrived in Port Lincoln on Anzac Day and started work the following day. I consider it a rare privilege to be given the opportunity as a Lutheran educator to return to school principalship. My recent work in and with around 65 Lutheran schools across 6 states has given me a depth and breadth of experiences which I feel have already strongly come into play as we move into Chapter Two of Navigator College’s existence.

I would like to thank College Council for the confidence shown in me to take up the challenge of leading the school forward. Before starting out, I would like to pay tribute to the inaugural Principal, Kaye Mathwin-Cox who has passionately, and skilfully guided the establishment of the school to this point. I am also grateful to Kaye and many staff at Navigator, who have helped to make the change in principalship at the College a relatively seamless transition.

While the 2015 census enrolment of 465 students was another record, it has become clear over the past year or two that the numbers have begun to plateau. When I arrived at the beginning of term 2, our enrolments figure was 455. Although we continue to attract a steady flow of new enrolments, with transiency an increasing phenomenon in this regional community, the net gain has been quite minimal. Fortunately, by the August 2016 census, our enrolment figure was back up again to 467 (plus an additional 11 mid-year intake reception students and 18 ELC students) – hence an overall population of close to 500.

As mentioned in my address at the Senior School Valedictory Service, a key emphasis during 2016 has been to guide the school community through a process of critically reviewing all aspects of its operations. I don’t mean ‘critically’ in a negative sense, but rather in the context of always asking ourselves questions along the lines of: “How can we improve what we are doing? Are there better ways to do some things?” I believe that it is vital for schools to build a culture in which revisiting and refining the way we do things is the norm. In a complex ever-changing world, any school (indeed any business or organization) that falls into the trap of believing that what served them well yesterday, will also serve them well tomorrow, will inevitably be left behind. A great deal of my work time has been devoted to guiding the process of establishing a comprehensive Future Directions Plan. Following an extended period of consultation, through workshops, meetings, 1-on-1 discussions, parent forums and on-line surveys, we have a document that now clearly maps the way forward. The document outlines over 100 key statements that define a wide range of projects, tasks, reviews and initiatives. Many of these have already been initiated and some even completed.

MOVING THE COLLEGE FORWARD

My brief as the incoming Principal has been to cast a fresh set of eyes across all operations of the College, informed by my background in Lutheran schools across Australia, particularly in the secondary and R-12 context. There has been some refinement or tweaking of the way that we do things. I have prepared a summary of some of the more significant refinements, interspersed with some of the important achievements for this year and initiatives that have been put in place:

NEW DEVELOPMENT COMMITTEE

College Council has recently constituted a Development Committee under the leadership of Council member Elise Pocknee-Clem. This Committee will provide directional support for the promotions and marketing functions of the College. One of the early tasks of the Committee will be to oversee a complete review of all aspect of communications across the College and wider community. We are still seeking expressions of interest from potential candidates to serve on this committee.
A SCHOOL FOR THE PEOPLE
We have been generally reviewing and refining our operations and culture to ensure that we present ourselves as “a school for the people”. We need to make sure that we remain accessible to all sectors of the Eyre Peninsula community. We cannot and must not price ourselves out of the market. It is out of our reach for Navigator to match some of the facilities of the elite private schools in Adelaide, if we are to stay affordable. If we matched the top Adelaide private school fee levels, many of which have been reported in the press this week as being up around $25,000 pa, maybe we could do that, but in so doing we would restrict ourselves to a very small slice of the EP market. That does not mean that we compromise our standards for example in uniform, in behaviour expectations, in the quality of our academic program or pastoral care – in all those areas and more, we strive for excellence of the highest order. It is important therefore that we do not give the impression that we are elitist, as by association, people naturally equate that with high cost. We need to stay affordable, but at the same time offer a high quality independent education that appeals to the people of this community as a great cost-effective alternative to what might be available in Adelaide – all while still keeping kids at home with their families!

IN-SCHOOL PROCEDURES
★ Realignment of the College timetable across all sub-schools has enabled us to operate more efficiently with regard to staffing and student supervision.
★ The associated rearrangement of the school day times, has allowed us to provide a more extended period of pastoral care across the College. This has been particularly important in the Middle and Senior Schools, where Home Group teachers now have a more effective block of time in which to discuss and instil the Christian values that under-pin our care program.
★ The introduction of separate sub-school worship, while still retaining opportunities to gather as a whole school community, has enabled us to engage at a much more age-specific level with our students during our chapel times. Students particularly in the Junior School, have really appreciated having greater levels of their own participation in shaping and presenting our chapel sessions.
★ Refinement of the way that we offer the Middle Years Program (MYP), to remove the anomaly of year 10s being both in the Middle School (because of MYP) and Senior School because Senior School is designated as Years 10-12. From 2017 The MYP will culminate at the end of year 9.
★ Year 9 students will now have the exciting opportunity to pursue a personal project or a community project of their own choice as part of their final year of the MYP.
★ Review and revision of the Middle School curriculum offerings, particularly in relation to practical subjects, incorporating a curriculum mapping to ensure that these experiences have a continuous pathway into and through the Senior School.
★ The establishment of a no-bullying@navigator hotline to provide another avenue for students and families to alert us to any incidents or allegations of bullying behaviour.
★ The introduction of STEP-UP in the Middle and Senior School to maximise learning time, to help ease the anxiety for students making the transition particularly across sub-schools and to give them a head-start with their learning for the following year.
★ Successful completion of our first 5-year review for the PYP section of the International Baccalaureate, following an intensive 3-day audit by representatives of the IB organization recently. Congratulations to all Junior school staff but particularly our two PYP Coordinators during this period – Steve Jude and more recently Nola Kennedy Williams.
★ Some important changes to the structure and format of End of Year Services, to enable all students in each sub-school to participate in their own celebration service. Associated with this has been a re-direction of how, when and where, we give students opportunity to engage in on-stage experiences to express the Performing Arts. The shifting of this to another time of the year has been a necessity both to protect the well-being of staff and to accommodate the introduction of Step-Up. (Ultimately we will be working towards staging a school musical.)

EXCITING NEW INITIATIVES
★ Planning for the introduction of Pedal Prix in 2017 as a much needed option for additional extra-curricular activity for Middle School students.
★ Planning for the introduction of a music instrumental program for all year 6 and 7 students in 2017.
FURTHER FACILITY IMPROVEMENTS

★ Development of the Bush Block as a significant outdoor learning area for student in all years levels.
★ The introduction of a dedicated play space and nature play area for Reception and Year 1 students.
★ Alterations to traffic flow and parking format in the Junior School car park it seems, has been widely welcomed and has created a less stressful and safer pick-up and drop-off experience.
★ Expanding our classroom space for Design and Technology to enable us to consolidate this area of the curriculum.
★ Cleaning up the Stamford Avenue boundary and adding some basic fencing to make our bush block area more secure and give a more positive road-side frontage, particularly in the area opposite Ravendale. It has also allowed us to display some promotional signage to raise awareness, that hidden behind the bush, back in this obscure corner of Port Lincoln, is a high quality independent school!
★ Upgrading of the College signage both internally and at the main Windsor Avenue entrance. Stage two of that project will include a major sign to be placed on the Stamford Avenue-Windsor Avenue corner.
★ We are very excited about the imminent commencement of our two-court sports stadium in the vacant car park area between the Early Learning Centre and the main Admin building. This will give us a much needed facility to enhance our physical education and sports programs. As part of our Future Directions planning, we are looking at how we can incorporate an opportunity to raise up the profile of sport in the College.

BUILDING LOCAL PARTNERSHIPS WITH OTHER SCHOOLS

A very important relational exercise has been unfolding between the three local secondary education providers. With all three schools having new principals in the past 12 months, it has been an ideal opportunity to build new relationships and partnerships between the schools. This will play out from 2017 particularly in the VET area. None of us has the capacity or the need to duplicate high level trade training centres to offer the higher level certificate courses that are already in place in different areas at the three sites. In fact, in some cases, courses are bordering on not being viable within our own cohorts. By pooling our participants, we will be able to make sure that the wide range of options remains available across the board. This can only be a win-win for students in Port Lincoln. It does not mean however, that we will not pursue our own facilities for example in materials/construction as in-house or certificate one level options for students.

A POSITIVE CHANGE FOR STAFF

At staff level we have now put in place a Consultative Committee as required by the LSA Enterprise Agreement. This committee is currently being led by senior staff member Nathan Wohling and will provide a mechanism for ongoing consultation with staff in areas not otherwise covered by our regular meetings.

COLLEGE LEADERSHIP TEAM

We have re-shaped the College Leadership Team for next year to provide a greater opportunity for a wider range of staff to have more direct leadership involvement. Associated with this has been a reshaping of our allocation of Positions of Additional Responsibility (PAR). All these positions were re-advertised and new appointments have been made for the start of 2017. The structure of our College Leadership will be much flatter and therefore less-hierarchical. There will be three sectional Leadership teams: Administrative Leadership Team (ALT), Educational Leadership Team (ELT) and the Pastoral Leadership Team (PLT). A full list of all staff who have been allocated a PAR together with their Leadership Team membership is included below. (Congratulations to all of these staff.)

**The ELT also includes the Principal (ex officio) and the Heads of Schools.
**The PLT also includes Principal (ex officio), Lisa Heidenreich (Student Welfare worker), School Pastor and the Heads of Schools.
STAFFING STRUCTURE 2017

We are pleased to report that we have a very low staff turn-over of only three permanent staff as we move into 2017.

Danton Pearson – St Peters Lutheran Primary School Blackwood
Jenni Morrel – Good News Lutheran College, Tarneit, Melbourne
Ashleigh Frielie – Vineyard Lutheran Primary School, Clare
Lucas Brennen – Completes his contract with us and will return to Adelaide
Ami Kiyama – Completes her 12-month Language Assistant role with us

NEW / RETURNING STAFF 2017

Alex Davis - Japanese
Emma Jones - Visual Arts R-5, part time, returning from leave
Susie Higgins - Year 2, part time, returning from leave
Sarah Wohling - Part time contract in the ELC
Amy Fiegert - Part time LSO Admin support – Reporting, Data entry, Sport, VET, Promotions
Tabatha Fetchen - Part time LSO – Performing Arts

CLASS (HOME CLASSSS) TEACHER ALLOCATION 2017

We would like thank parents for sending in your class placement requests. We have worked hard to take all of these requests into consideration, in conjunction with the individual student sociogram information. The Junior School class allocations have been posted out to families today.

<table>
<thead>
<tr>
<th>JUNIOR SCHOOL</th>
<th>MIDDLE SCHOOL</th>
<th>SENIOR SCHOOL</th>
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<tbody>
<tr>
<td>CLASS TEACHERS</td>
<td>HOME CLASS TEACHERS</td>
<td>HOME CLASS TEACHERS</td>
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<tr>
<td>Rec A</td>
<td>Stacey Modra</td>
<td>6/7 A</td>
</tr>
<tr>
<td>Rec B</td>
<td>Emma Miegel</td>
<td>6/7 B</td>
</tr>
<tr>
<td>Year 1 A</td>
<td>Emma Dempsey</td>
<td>6/7 C</td>
</tr>
<tr>
<td>Year 1 B</td>
<td>Mel Little / Kirrilee Foster</td>
<td>8A</td>
</tr>
<tr>
<td>Year 2 A</td>
<td>Elise Weatherston / Susie Higgins</td>
<td>9A</td>
</tr>
<tr>
<td>Year 2 B</td>
<td>Tania Masters</td>
<td>9B</td>
</tr>
<tr>
<td>Year 3 A</td>
<td>Alexander Haynes</td>
<td></td>
</tr>
<tr>
<td>Year 3 B</td>
<td>Lyn Coote / Nola Kennedy-Williams</td>
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<tr>
<td>Year 4 A</td>
<td>Emily Knapman</td>
<td></td>
</tr>
<tr>
<td>Year 4 B</td>
<td>Sarah Stobart</td>
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<tr>
<td>Year 5 A</td>
<td>Rhianna Whenan</td>
<td></td>
</tr>
<tr>
<td>Year 5 B</td>
<td>Marc Eckert</td>
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</tbody>
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At staff level we have introduced a buddy group concept to provide another level of support to monitor each other’s well-being. We have used these groups as a basis for a team rather than an individual approach to staff morning devotion. We have introduced weekly Gospel Reflections, where we consider what the allocated lectionary Gospel reading for the week has to say to us today as staff in a Lutheran School.

That’s about it from all of us at Navigator College for 2016. As always, we invite families to contact us should you wish to discuss or seek further clarification on any of the information contained within this communication. Thank you for being part of the Navigator College community. We look forward to a continuation of the partnership and the journey in 2017.

May you enjoy a special time of rest and relaxation as you take time out to celebrate with family and friends this Christmas.

Neville Grieger - Principal

OTHER IMPORTANT END OF YEAR REMINDERS

A Full list of 2016 Award Winners and 2017 Student Leaders will be sent out following the Junior School and Middle School End of Year Services this Thursday via the College Blog and d App.

2017 START DATES
ELC - Monday, 30th January
Year 12 - Leadership Day - Tuesday, 31st January
All Students Start - Wednesday, 1st February

TERM DATES 2017
Term 1 - 1st February to 13th April
Term 2 - 1st May to 30th June
Term 3 - 24th July to 29th Sept
Term 4 - 16th October to 14th Dec

OFFICE OPENS
16th January - 8.30am

UNIFORM SHOP
Tues and Wed 8.30 - 10.30am
Thurs 2.30 - 4.30pm

SCHOOL PHOTO DAY
Advance Notice: Thursday 23rd and Friday 24th February - Official Summer Uniform

OPENING SERVICE
Wednesday 1st February at 10.15am
Staff Installation.