

Mumbulla School Strategic Planning Process 2016

First Aim: To complete a five-year rolling strategic plan.

Second Aim: To provide an agreed framework within which the school can make decisions about its future.

Mission Statement

‘Mumbulla School is based on the philosophy of Rudolf Steiner which acknowledges the spiritual nature of human beings. The School community, through the encouragement and co-operation of individuals, sets out to create a harmonious school environment which fosters the balanced development of children, preparing them to act in freedom, with intelligence, creativity and purpose in a changing world.’

Goal	Strategies	Key Indicators
<p>1. Mumbulla School will offer Playgroup and Kindergarten to Year 6 primary education, with possible continuation to Years 7 & 8. The school will continue to develop a beautiful, environmentally responsible and well-resourced school.</p>	<p>a) Use the updated 2015 Master Plan as a resource to guide the MPG and the School as the growth and development plans and revise as necessary.</p> <p>b) Design and develop the undercroft area into four purpose-built learning areas (classrooms).</p> <p>c) Design and develop a new Kinder facility to accommodate 2 Kindergartens with outside play area.</p> <p>d) To prepare BGA grant application for Kinder facilities.</p> <p>e) Board and College of Teachers undertake a feasibility study into establishing Years 7 & 8.</p>	<p>i. By end of Term 4 2016, Master Plan updated to reflect current 2016 Strategic Plan.</p> <p>ii. By the start of Term 1 2017, 4 new classrooms in use in the undercroft.</p> <p>iii. By start of Term 4 2016: Master Plan group (MPG) will provide info to the Board and College re Kinder development design details for ratification. Then EOI to architects for design plans;</p> <p>iv. By end of Term 4 architect for Kinder decided & project direction and broad budget parameters finalized.</p> <p>v. Grant application for new Kinder submitted to the BGA by 30 April 2017.</p> <p>vi. New Kinder construction in 2018, depending on receipt of grant funding.</p> <p>vii. Kinder in operation in new building in 2019</p> <p>viii. Prior to Kinder grant application in April 2017 – Finance group to undertake Class 7 & 8 feasibility review as result will impact on cost-recovery strategy for grant application.</p>

Goal	Strategies	Key Indicators
<p>2. Mumbulla School is committed to each child attaining their highest potential (academically, socially, emotionally, physically and creatively). To achieve this, Mumbulla School aspires to provide the highest quality of teaching. All areas of the school will continuously develop and implement the Mumbulla School curriculum based on Rudolf Steiner philosophy, principles, pedagogy and practice relevant to our current times, integrated with the evolving Australian Steiner Curriculum Framework (ASCF) and NSW Board of Studies Teaching & Educational Standards (BOSTES)</p>	<p>a) Maintain curriculum review, research and development processes within College of Teachers.</p> <p>b) Maintain access to professional development programs that continuously deepen, enliven and support teachers' understanding and delivery of curriculum.</p> <p>a) Education Manager in collaboration with College to develop a School Improvement Plan including an annual professional development and mentoring plan for all teaching staff.</p> <p>b) Education Manager in collaboration with College to implement and review an independent, standardised appraisal process.</p> <p>c) Management Team in consultation with College to identify resources required for the above strategies.</p>	<p>ix. If positive, College to prepare accreditation documents for application to Board of Studies by end March 2018 for Years 7 & 8 to start in 2019.</p> <p>i. Board satisfied that curriculum review, research and development processes, and access to Professional Learning (PL) are being maintained through:</p> <ol style="list-style-type: none"> 1. Specific, ongoing PL: <ol style="list-style-type: none"> a) Steiner teaching intensives at Glenaeon School (including ASCF), b) BOSTES (gov requirements) c) other mainstream providers d) school-based peer learning 2. scheduled, in-school curriculum development days (developing Mumbulla School's own curriculum) and that this is reported to Board through the Education Report 3. weekly College meeting educational study 4. established school based professional learning and peer observations on Writing throughout 2016 with a view to continuing in other curriculum areas post 2016. <p>ii. Resources required for identified needs are approved by Board. Resource requests may include:</p> <ol style="list-style-type: none"> 1. Teacher professional learning, relief, travel and accommodation 2. Establishing a comprehensive Maths Intervention program 3. Continuing funding teacher relief for curriculum development <p>iii. Board satisfied that the Professional Teaching Standards are being met through regular Education</p>

Goal	Strategies	Key Indicators
		<p>Reports to Board, including information re teacher accreditation through BOSTES.</p> <p>iv. School Improvement Plan is written by end 2017, reported to Board at AGM and annually thereafter.</p> <p>Teacher Appraisal</p> <p>v. Beginning in 2016 each year teachers in Classes 2, 4, and 6 will be appraised through a school-based appraisal process.</p> <p>vi. Beginning in 2017 Kindergarten and specialist teachers will be integrated into the appraisal process.</p> <p>vii. Appraisal outcomes will be reported to Board annually at AGM.</p> <p>viii. Board allocates resources to implement strategies, based on ongoing College recommendations.</p>
<p>3. Mumbulla School aspires to an effective and inspiring leadership model.</p>	<p>a) Review and refine the collegiate leadership model of the Board, College of Teachers, College Chair, Mandated Groups, Education Manager and Business Manager.</p> <p>b) Further develop the processes whereby the three leadership bodies (Board, College & Management team) and leadership positions work in collaboration to successfully lead and manage the school.</p>	<p>1. Employment Group in consultation with College nominated representative/s will evaluate the efficacy of the current educational leadership model by end Term 3, 2016. This evaluation may include:</p> <ul style="list-style-type: none"> a) Education Manager appraisal and self-reflection b) College Chair appraisal and self-reflection c) College Observations and Feedback d) Board Observations and Feedback (for Communication Manager role) <p>2. Proposals from the independent Admin Review (2016) will be implemented and reviewed where relevant.</p> <p>3. Mandates and membership of Mandated Groups will be reviewed in accordance with the Governance Manual.</p> <p>4. All evaluations and reviews will be reported to Board</p>

Goal	Strategies	Key Indicators
		through the Employment and/or the Education Reports and/or GLaM.
4. Mumbulla School aims to build an ever-stronger community of teachers, parents and students, as well as enhanced relationships with the wider community.	<ul style="list-style-type: none"> a) Board to ensure that the core values contained within the mission statement are communicated to school community concisely and clearly using current school publications/media/events. b) Following the review of the educational leadership model in Term 3 2016, GLaM to clarify decision-making processes at Mumbulla School by writing a clear explanation of the structure of the school including roles, responsibilities and composition of different groups/individuals. c) GLaM to continue annual parent survey for Board seeking feedback on parent understanding of school ethos, structure and processes and identifying ways of increasing parent satisfaction. d) Build school cohesion and share Mumbulla's resources by working together to support projects within and outside the school, including the global community. 	<ul style="list-style-type: none"> i. Board-generated parent survey, conducted in 2015, demonstrates that members of the school community understand the structure of the school, its values and processes. This survey is to be generated annually with the first survey in 2015 used as a benchmark. ii. By end Term 1 2017, Education Manager to establish Steiner Community Education Group with calendar of activities in consultation with P & F iii. CoT and P&F have initiated projects and reported on these in the Annual Report. iv. GLaM to ensure that a clear explanation of the structure of the school is contained within the Governance Manual and updated as required.
5. Mumbulla School is well-resourced to achieve its goals, is governed and managed in a financially	Finance: <ul style="list-style-type: none"> a) Develop and resource an effective business management model. b) Finance Group, with advice from accountant as 	Finance <ul style="list-style-type: none"> i. Board is satisfied that an effective business management model is in place ii. Board is satisfied that all fiduciary needs of the school

Goal	Strategies	Key Indicators
<p>responsible and sustainable manner and complies with relevant legislation.</p>	<p>required, to identify the points in the financial cycle that require independent assessment and coordinate these assessments.</p> <p>c) Evaluate the financial management systems at Mumbulla School to ensure that adequate fiduciary systems are in place with the appropriate checks and balances.</p> <p>d) Accountant to develop financial management information systems to assist the Board with responsible decision-making.</p> <p>e) GLaM to ensure regular PD is provided to the Board to ensure it is able to meet its financial management obligations in accordance with legislative requirements (ie within the Governance Manual.</p> <p>Resourcing:</p> <p>f) Finance Group to identify alternative sources of income for the school and develop a philanthropy program and implementation strategy.</p> <p>Legal</p> <p>g) Review the Constitution by 2016.</p> <p>h) Business Manager to organise independent assessment of WHS performance against standards.</p> <p>i) Education Manager and College Chair to ensure all legal requirements relating to education/curriculum for registration as a</p>	<p>are met.</p> <p>iii. In accordance with the timetable in the Governance Manual, evaluate the financial management systems and take action taken where recommended.</p> <p>iv. Board has all information required to make responsible financial decisions.</p> <p>v. Survey of Board members indicates that each member feels competent to fulfil their fiduciary responsibilities. (ongoing)</p> <p>Resourcing</p> <p>i. By 2017, philanthropy program implemented.</p> <p>Legal</p> <p>i. The Constitution is reviewed, updated and accepted by the Board and formally accepted by the relevant government agency.</p> <p>ii. A WH&S assessment has been undertaken and action taken to ensure compliance with legislation.</p> <p>iii. The school receives maximum BoS Registration approval in 2018.</p> <p>iv. Business Manager to develop checklist for AGM 2015.</p>

Goal	Strategies	Key Indicators
	<p>school are maintained.</p> <p>j) Business Manager to develop a checklist for use at Board meetings to ensure school is meeting all legal requirements.</p> <p>Governance & Management</p> <p>k) GLaM to present to the Board, a Governance Manual that meets all the legislative requirements for a Board. This Manual will be continually updated.</p> <p>l) Clarify the structure diagram (cf. Goal 5 Strategy c).</p> <p>m) Clarify legal responsibility of Board in relation to employment of teachers and duty of care of students and the role of College (ie. Address risk in the current structures).</p> <p>Admin Staff & Human Resource Management</p> <p>n) Employment Group to take the recommendations of the latest Admin Review and ensure the relevant recommendations are approved by Board and implemented.</p> <p>o) Review roles and responsibilities of all Admin staff (drawing on previous reviews including the Admin and Bursar Reviews) with priority given to the BM's role.</p> <p>ICT</p> <p>p) Ensure that all staff members are able to utilise relevant ICT technologies to enhance efficiency and effectiveness in their jobs.</p>	<p>Governance & Management</p> <p>i. Board approves Governance Manual by the end of 2016.</p> <p>i. Board approves revised structure diagram as contained in the Governance Manual by the end of 2016.</p> <p>ii. Board and College of Teachers agree roles and responsibilities by end Term 4, 2016.</p> <p>Admin Staff & HR</p> <p>iii. By 2015, the Board is satisfied that HR systems for Admin staff are in place and are being followed (including recruitment, staff review/appraisal, PD, mentoring, WHS).</p> <p>iv. Revised Admin staff roles and responsibilities are agreed by Board by end of Term 4 2016</p> <p>ICT</p> <p>v. Relevant PD undertaken by staff</p> <p>vi. ICT technology is utilised effectively in the workplace.</p>

Goal	Strategies	Key Indicators
	<p>q) To maintain reliable and up to date ICT infrastructure across entire school in order to best aid learning, teaching and administration.</p> <p>r) Offer technical support to all staff members for the efficient use of ICT systems.</p>	<p>vii. ICT Administrator to monitor equipment and software, upgrading as necessary</p> <p>viii. Board to allocate funds for new equipment as needed</p> <p>ix. ICT Administrator to identify and maintain strategies by which staff can easily document ICT issues that need to be addressed</p>