

Mumbulla School Strategic Planning Process 2017

First Aim: To complete a five-year rolling strategic plan 2015-2020.

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
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.	<ul style="list-style-type: none"> a) Use the updated 2017 Master Plan as a resource to guide the MPG and the School in its growth and development plans and revise as necessary. b) Design and develop a new Kinder facility to accommodate 2 Kindergartens with outside play area. c) Board and College of Teachers undertake a feasibility study into establishing Years 7 & 8. d) Develop a policy and plan for heightening our work towards zero waste and sustainability in the school e) Continuing B&G links with WHS and hazard identification, planning for maintenance, both ongoing and long term replacement costs, liaising with MPG at the relevant time in project builds. 	<ul style="list-style-type: none"> i. Review Master Plan annually or as needed to reflect current Strategic Plan. ii. By end of Term 4 2017 new Kinder designed and project direction and broad budget parameters finalized. iii. New Kinder construction in 2018, depending on receipt of grant funding. iv. Kinder in operation in new building in 2019 v. Board to review timing of feasibility study for Years 7 & 8 by end 2017 and communicate to school community. vi. Continue to investigate options for future expansion including provision of car park development. vii. The MPG to continue to liaise with B&G regarding the care of older buildings and management of infrastructure for obsolescence viii. Create and implement policies and procedures in relation to ecologically sustainable and ethical practices.

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<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 NESAs</p>	<p>a) Stay abreast of research and ensure the education offered is relevant and in keeping with the evolving Steiner philosophy.</p> <p>b) Maintain curriculum review, research and development processes within College of Teachers.</p> <p>c) Maintain access to professional development programs that continuously deepen, enliven and support teachers' understanding and delivery of curriculum.</p> <p>d) Education Manager in collaboration with College to maintain and review an independent, standardised teaching staff appraisal process.</p> <p>e) Management Team in consultation with College to identify resources required for the above strategies.</p> <p>f) Board, in consultation with College, to develop by mid 2018 an evaluation process to feel confident that Goal #2 is achieved in the short and long term.</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) Australian Early Childhood Intensives c) NESAs (gov requirements) d) other mainstream providers e) school-based peer learning 2. scheduled, in-school curriculum development days (developing Mumbulla School's own curriculum), reported to Board through the Education Report 3. weekly College meeting educational study 4. School based professional learning and peer observations on Writing established in 2016 with a view to continuing in other curriculum areas post 2016. Not achieved in 2017 <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 - Maths Mastery Program was implemented in 2017. Review presently underway with feedback being presented to College on 19/7/17 3. Continuing funding teacher relief for curriculum development <p>iii. Board satisfied that the Professional Teaching Standards are being met through regular Education</p>

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		<p>Reports to Board, including information re teacher accreditation through NESAs.</p> <p>Teacher Appraisal</p> <p>iv. Continuing in 2017 Beginning in 2016 each year teachers in Classes 2, 4, and 6 will be appraised through a school-based appraisal process. Class 6 completed. Class 2 & 4 on track for completion in 2017</p> <p>v. Beginning in 2017 Kindergarten and specialist teachers will be integrated into the appraisal process. Lit Support teacher completed</p> <p>vi. Appraisal outcomes will be reported to Board annually at AGM.</p> <p>vii. Board allocates resources to implement strategies, based on ongoing College recommendations.</p>
<p>3. Mumbulla School aspires to effective and inspiring leadership.</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>c) Processes for succession planning for teaching and leadership positions are clear</p>	<p>1. Employment Group in consultation with College nominated representative/s will evaluate the efficacy of the current educational leadership model annually. 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. Governance Manual is updated in accordance with NESAs requirements.</p> <p>3. Mandates and membership of Mandated Groups are reviewed annually in accordance with the Governance Manual.</p>

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		<p>4. All evaluations and reviews will be reported to Board through the Employment and/or the Education Reports and/or GLaM.</p> <p>5. Board is satisfied that succession planning is being implemented</p>
<p>4. Mumbulla School aims to build an ever-stronger community of teachers, parents and students, as well as enhanced relationships with the wider community.</p>	<p>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.</p> <p>b) 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.</p> <p>c) Build school cohesion and share Mumbulla’s resources by working together to support projects within and outside the school, including the global community.</p>	<p>i. Board-generated parent survey is annual process using previous surveys as benchmark. Survey will indicate areas needing Board attention.</p> <p>ii. EM in consultation with P&F and College to continue promoting Steiner Community Education into 2018, utilising the school’s web-based calendar to forecast events.</p> <p>iii. CoT and P&F have initiated projects and reported on these in the Annual Report.</p> <p>iv. GLaM to ensure that a clear explanation of the structure of the school is contained within the Governance Manual and updated as required.</p> <p>v. Board to hold a communication platform, “State of the School” day for community members.</p>
<p>5. Mumbulla School is well-resourced to achieve its goals, is governed and managed in a financially responsible and sustainable manner and complies with relevant legislation.</p>	<p>Finance:</p> <p>a) Develop and resource an effective business management model.</p> <p>b) Finance Group, with advice from accountant as 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</p>	<p>Finance</p> <p>i. Board is satisfied that an effective business management model is in place</p> <p>ii. Finance Group review the assessment reports for accuracy, thoroughness and appropriateness</p> <p>iii. Board is satisfied that all fiduciary needs of the school are met.</p> <p>iv. In accordance with the timetable in the</p>

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	<p>fiduciary systems are in place with the appropriate checks and balances.</p> <p>d) Business Manager to develop financial management information systems and reports 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) WHS group to ensure standards continue to be met and the school undergoes periodic reviews for compliance</p> <p>h) Education Manager and College Chair to ensure all legal requirements relating to education/curriculum for registration as a school are maintained.</p> <p>i) To continuously review Policy & Procedure to ensure WHS is complied with</p> <p>Governance & Management</p>	<p>Governance Manual, evaluate the financial management systems and take action where recommended.</p> <p>v. Board has all information and training required to make responsible financial decisions.</p> <p>vi. Survey of Board members indicates that each member feels competent to fulfil their fiduciary responsibilities. (ongoing)</p> <p>Resourcing</p> <p>vii. By 2017, philanthropy program implemented and a fundraising program launched</p> <p>viii. Fundraising to continue for the Building Fund to support purchase of specific areas within the Kinder building project.</p> <p>Legal</p> <p>ix. Hazard Reporting is undertaken by staff, students & school community and issues addressed in a timely matter.</p> <p>x. Review/ audit in a timely fashion adherence to procedure.</p> <p>xi. Annual School WHS Management Plan is adhered to ensure it is up to date.</p> <p>xii. The school receives maximum BoS Registration approval in 2018.</p> <p>Governance & Management</p>

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	<p>j) 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>k) Clarify the structure diagram (cf. Goal 5 Strategy c).</p> <p>l) 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>m) ARFoG to periodically review the status and efficiency of recommendations from Admin Review 2016.</p> <p>n) 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. Revise – completed</p> <p>o) To maintain reliable and up to date HR records across entire school.</p> <p>p) HR Officer, employed in 2017, is given time and training to ensure the school is compliant with current MEA and other legislation.</p> <p>q) Education of staff about implications of MEA resulting in informed choices about the way</p> <p>r) Ensure informed decision making</p> <p>s) Better management of staff</p> <p>t) Ensuring approval for individual choices about employment hours that affect pay.</p> <p>u) Decisions on employment conditions to be</p>	<p>xiii. i. Board approves updates to Governance Manual by the end of 2017.</p> <p>xiv. Board approves revised structure diagram as contained in the Governance Manual by the end of 2016. See Structure diagram comment above</p> <p>xv. Board and College of Teachers agree roles and responsibilities by end Term 4, 2016.</p> <p>Admin Staff & HR</p> <p>xvi. Forms – PD, approval of overtime</p> <p>xvii. Briefing at College</p> <p>xviii. communication from HR Officer</p> <p>xix. Compliance of MEA to be adhered to strictly by proper training of HR Officer</p> <p>xx. HR Officer ensures HR records are accurate and up to date at all times.</p>

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	<p>made with whole school</p> <p>v) More consultation prior to decisions made or time taken</p> <p>ICT</p> <p>w) Ensure that all staff members are able to utilise relevant ICT technologies to enhance efficiency and effectiveness in their jobs.</p> <p>x) To maintain reliable and up to date ICT infrastructure across entire school in order to best aid learning, teaching and administration.</p> <p>y) Offer technical support to all staff members for the efficient use of ICT systems.</p>	<p>ICT</p> <p>xxi. Relevant PD to be undertaken by staff</p> <p>xxii. ICT technology utilised effectively in the workplace.</p> <p>xxiii. ICT Administrator to monitor equipment and software, upgrading as necessary</p> <p>xxiv. Board to allocate funds for new equipment as needed</p> <p>xxv. ICT Administrator to identify and maintain strategies by which staff can document problems that need to be addressed</p>