

Mumbulla School Strategic Planning Process

1. **First Aim:** To complete a five-year rolling strategic plan 2020-2025.
2. **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.

Vision: *Preparing children to act with compassion, intelligence, creativity and purpose in our changing world.*

Tagline: *“Nurturing childhood...Educating for life”*

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, globally responsible, and well-resourced school.</p>	<p>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.</p> <p>b) Build a new Kindergarten facility to accommodate 2 Kindergartens with outside play area.</p> <p>c) Board and College of Teachers undertake a feasibility study into establishing Years 7 & 8. MPG to ensure that all planning takes into consideration future developments.</p> <p>d) 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 times in projects.</p>	<p>i. Review Master Plan as needed to reflect current facility status and Strategic Plan.</p> <p>ii. By end of 2021 new Kindergarten built and landscaping being developed</p> <p>iii. Kindergarten in operation in new building by mid-2021.</p> <p>iv. Board in consultation with College and Management to continue to assess the best timing for a feasibility study for Years 7 & 8 and communicate to school community as appropriate.</p> <p>v. Continued emphasis of project management on new block of land as site for future classroom expansion.</p> <p>vi. Continue to investigate options for future expansion including provision of car park development.</p> <p>vii. Provide learning spaces for additional needs students.</p> <p>viii. The MPG to continue to liaise with B&G regarding the care of older buildings and management of infrastructure for obsolescence.</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 NESAs</p>	<p>a) Stay abreast of research and ensure the education offered is relevant and in keeping with the evolving Steiner philosophy and current best practice in education.</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) Processes for recruitment and succession planning for teachers</p> <p>g) College review and update College Manual regularly to ensure practices match procedures.</p>	<p>i. Board satisfied that curriculum review, research and development processes, and access to Professional Learning (PL) are being maintained through: Specific, ongoing PL:</p> <ul 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 <p>ii. Scheduled, in-school curriculum development days (developing Mumbulla School's own curriculum), reported to Board through the Education Report.</p> <p>iii. Weekly College meeting educational study.</p> <p>iv. School based professional learning, ongoing mentoring and peer observations.</p> <p>v. Staff employed as a result of succession planning.</p> <p>vi. Resources required for identified needs are approved by Board annually in the budget. Resource requests may include: Teacher professional learning, relief, travel and accommodation.</p> <p>vii. Funding teacher relief for curriculum development when necessary.</p> <p>viii. Board satisfied that the Professional Teaching Standards are being met. This is monitored through regular Education Reports to Board, informing Board of formal teacher observations against the Standards and by maintenance of teacher accreditation through NESAs.</p> <p>Teacher Appraisal</p> <p>ix. School-based appraisal processes happen regularly.</p>

Goal	Strategies	Key Indicators
<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) Succession planning for leadership positions are clear & being implemented.</p> <p>d) HR brings relevant employment items to Employment Group/Management/College as appropriate.</p>	<p>x. Board allocates resources to implement strategies, based on ongoing College recommendations.</p> <p>i. Employment Group in consultation with HR and College nominated representative/s will evaluate the efficacy of the current educational leadership model biennially. This evaluation may include:</p> <ul style="list-style-type: none"> a) Education Manager appraisal and self-reflection b) Business Manager appraisal and self-reflection c) College Chair appraisal and self-reflection d) College Observations and Feedback e) Board Observations and Feedback <p>ii. Governance Manual is updated in accordance with NESA requirements.</p> <p>iii. College Manual is updated as needed.</p> <p>iv. Mandates and membership of Mandated Groups are reviewed annually in accordance with the Governance Manual.</p> <p>v. All evaluations and reviews will be reported to Board through the Employment and/or the Education Reports and/or GLaM.</p> <p>vi. College & Board is satisfied that succession planning is being implemented.</p> <p>vii. Ongoing relevant PD for those in leadership positions at the school.</p>
<p>4. In Steiner philosophy, there is an obligation to be a catalyst for positive change. The school takes responsibility for</p>	<p>a) Mandated Groups to include intentions that address Goal 4 of this Strategic Plan where relevant.</p>	<p>i. All Mandated Groups will review their mandates to incorporate, where relevant, Ecological sustainability & regeneration, Indigenous Reconciliation, Human Rights & Democratic processes and Technological Changes with measurable indicators annually</p>

Goal	Strategies	Key Indicators
<p>proactively considering global responsibilities such as Ecological sustainability & regeneration, Indigenous Reconciliation, Human Rights & Democratic processes and Technological Changes, specifically their impact on the future, from both an educational and social perspective.</p>	<p><u>Ecological Sustainability &Regeneration</u></p> <p>b) EM/BM in collaboration with relevant Mandated Groups to ensure the school’s policies and day to day processes & procedures are ecologically sustainable and regenerative.</p> <p>c) College to ensure the incorporation of knowledge and understanding of global responsibilities, specifically ecological sustainability and regeneration, in the curriculum. This curriculum will:</p> <ul style="list-style-type: none"> a. Empower children to act positively and not out of fear. b. Maintain age appropriate teaching/learning that is sympathetic to the mental health and wellbeing of children in this rapidly changing social and environmental world <p>d) Proactively working towards zero waste and ecological sustainability and regeneration within the school.</p> <p>e) PR to ensure that Mumbulla School is promoted as a leader in sustainable practices in the community.</p>	<p><u>Ecological Sustainability &Regeneration</u></p> <ul style="list-style-type: none"> i. Create and implement policies and procedures that are globally responsible in relation to ecologically sustainability and regeneration, particularly as it relates to climate change. ii. Create a proactive, engaged and engaging sub-committee made up of College members and other interested staff/students/stakeholders who are driving and guiding ecologically sustainable and regenerative practices at the school. During 2021, this committee will: <ul style="list-style-type: none"> a. Create a sustainability and regeneration Action Plan in collaboration with children in the upper classes and the College. This Plan with include an audit of curriculum, waste and energy/water use across the school, indicating priority actions necessary to achieve better practices across the school. iii. The school’s day to day educational and administrative practices will aim to reflect updated policies regarding ecological sustainability and regeneration eg ‘green’ ordering, move towards zero waste. iv. Promotional materials will highlight the school’s contributions and commitment to positively addressing sustainability and regeneration in a variety of ways.

Goal	Strategies	Key Indicators
	<p><u>Indigenous Reconciliation</u></p> <p>f) Create a mandated group focused on developing and maintaining a Reconciliation Action Plan (RAP) which articulates how our staff, Board, students and other stakeholders engage in reconciliation action and contribute to greater unity in the community.</p> <p><u>Human Rights and Democratic Processes</u></p> <p>g) As part of the school’s global responsibility College will put at the forefront of teaching and learning the incorporation of knowledge and understanding of human rights and democratic processes. This will be developmentally appropriate and embedded as a logical yet explicit extension of the current emphasis on kindness, compassion and generosity for others.</p> <p><u>Technological Change</u></p> <p>h) College to prioritise a focus on Science Technology Engineering Arts Mathematics (STEAM) in teacher professional learning (PL). Specifically focusing on technological change as it relates to artificial intelligence and as that may further impact our global and human perspectives/responsibilities.</p>	<p><u>Indigenous Reconciliation</u></p> <p>v. By end of 2021 school year, create a dynamic and engaged RAP Mandated Group with representation from various school stakeholders and community members.</p> <p>vi. By end of Term 2 2022, create and implement a sustainable, meaningful and mutually beneficial RAP. A RAP will provide our school with a framework to support the national reconciliation movement by aiming to foster a higher level of knowledge and pride in Aboriginal and Torres Strait Islander histories, cultures and contributions. Further Key Indicators will emerge as the group becomes more active.</p> <p><u>Human Rights and Democratic Processes</u></p> <p>vii. Children graduate from Class 6 with an understanding of democratic processes and respect for fundamental human rights. They exhibit a sense of community and world responsibility by exhibiting a willingness to engage beyond the school with global issues they feel passionate and compassionate about.</p> <p><u>Technological Change</u></p> <p>viii. In consultation with College and individual teachers EM to support teacher PL in current technological changes as they relate to education.</p> <p>ix. College incorporate STEAM as a focus of College education throughout 2021.</p>

Goal	Strategies	Key Indicators
	i) Ensuring teachers are innovative and current in this area of the curriculum helps prepare children to be ready to engage in a rapidly changing and somewhat unknown future.	
5. Mumbulla School aims to build an ever-stronger school community - staff, families and students - as well as enhanced relationships with the wider community.	a) Public Relations Group 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) 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. c) Build school cohesion and share Mumbulla's resources by working together to support projects within and outside the school, including the global community. d) Leadership role in wider community, mentoring,	i. Board-generated parent survey is annual process using previous surveys as benchmark. Survey will indicate areas needing Board attention. ii. PR, in consultation with College, to define the branding of the school and use this in all outgoing communications and publications. iii. PR in consultation with P&F, and College to continue promoting Steiner Community Education into the future, Using the school's multimedia platforms. iv. Stable enrolments and class numbers. v. CoT and P&F initiate and participate in community-building events and report on these in regular reports to the Board and communication with the school community. vi. GLaM to ensure that the structure of the school is contained within the Governance Manual and updated as required. vii. Board to hold regular communication platforms, for example a Vision Day, for community members.
6. Mumbulla School is well-resourced to achieve its goals, is governed and managed in a financially responsible and sustainable manner and complies with relevant	<u>Finance</u> a) Finance Group and Business Manager review and update regularly to ensure the business management system is effective. b) Finance Group will continue to identify the points in the financial cycle that may require independent assessment and coordinate these	<u>Finance</u> i. Board is satisfied that an effective business management system is in place. ii. Finance Group review regularly the assessment reports for accuracy, thoroughness and appropriateness and report back to Board. iii. Finance Staff is satisfied that all fiduciary needs of

Goal	Strategies	Key Indicators
<p>legislation.</p>	<p>assessments.</p> <p>c) Ongoing evaluation the financial management systems at Mumbulla School to ensure that adequate fiduciary systems are in place with the appropriate controls.</p> <p>d) Business Manager and finance staff continue 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 can meet its financial management obligations in accordance with legislative requirements (ie within the Governance Manual).</p> <p><u>Resourcing</u></p> <p>f) Equitable Access Group to identify alternative sources of income for the school and continue to promote a philanthropy program and implementation strategy.</p> <p><u>Legal</u></p> <p>g) WHS group to ensure the school undergoes periodic reviews for compliance, including regularly reviewing and updating Policy and Procedure to ensure WHS is complied with.</p> <p>h) Education Manager and College Chair to ensure all legal requirements relating to education/curriculum for NESAs Registration</p>	<p>the school are met and report regularly to the Finance Group and Board, including that the external auditors report inadequate controls or systems in the annual report.</p> <p>iv. In accordance with the timetable in the Governance Manual, ensure the financial reports provided are meeting requirements for strong decision making. management systems and take action where recommended.</p> <p>v. Board to hold regular training session so information presented is understood and Board makes responsible financial decisions.</p> <p>vi. Survey of Board members indicates that each member feels competent to fulfil their fiduciary responsibilities. (ongoing).</p> <p><u>Resourcing</u></p> <p>vii. A philanthropy program is in place, and a fundraising program continues to promote donations for the Scholarship fund.</p> <p>viii. Fundraising to continue for the Building Fund to support purchase of specific areas within the Kinder building project.</p> <p><u>Legal</u></p> <p>ix. Hazard Reporting is undertaken by staff, students & school community and issues addressed in a timely matter.</p> <p>x. WH&S performance indicators show acceptable safety levels.</p> <p>xi. Annual School WHS Management Plan is adhered to and updated as needed.</p>

Goal	Strategies	Key Indicators
	<p>are maintained.</p> <p>i) Employment Group ensures that all employment legislative requirements and Industrial Relations regulations are adhered to.</p> <p><u>Governance & Management</u></p> <p>j) GLaM to regularly review and update the Governance Manual to ensure it meets legislative requirements.</p> <p>k) Assist and Advise the Board to ensure risk management for the whole school is implemented and updated.</p> <p>l) Ensure the Constitution is adhered to</p> <p>m) Advise Board of membership and review of Constitution and election of Directors.</p> <p><u>Administration & Human Resource Management</u></p> <p>n) HR Officer to work in consultation with Management and Employment Group</p> <p>o) Maintain reliable and current HR records across entire school.</p> <p>p) HR Officer ensures the school is compliant with current MEA and other legislation.</p> <p><u>ICT</u></p> <p>q) Ensure that all staff members are able to utilise relevant ICT technologies to enhance efficiency and effectiveness in their jobs.</p>	<p>xii. The school continues to receive maximum NESAs Registration approval.</p> <p>xiii. HR Officer ensures compliance with all MEA requirements and IR regulations and reports to EG as required.</p> <p><u>Governance & Management</u></p> <p>xiv. Board approves updates to Governance Manual.</p> <p>xv. Governance and College Manuals reflect Constitution.</p> <p>xvi. Risk Management strategies reviewed at each AGM.</p> <p>xvii. Mandates, area of school risk and Health Checks for all mandated groups reviewed at AGM.</p> <p>xviii. Review and update the Constitution as needed.</p> <p><u>Administration & Human Resource Management</u></p> <p>xix. HR Officer ensures HR records are always accurate and up to date.</p> <p>xx. Compliance of MEA to be adhered to. Ongoing training of HR Officer provided as needed.</p> <p>xxi. HR Officer reports to the BM and the EG regularly if noted that irregularities are disclosed. This is reported to Board.</p> <p>xxii. Education of staff about implications of MEA resulting in informed employee choices.</p> <p><u>ICT</u></p> <p>xxiii. Relevant PD to be undertaken by staff.</p> <p>xxiv. ICT technology utilised effectively in the workplace.</p> <p>xxv. ICT Administrator to monitor equipment and</p>

Goal	Strategies	Key Indicators
	<ul style="list-style-type: none"> r) Maintain reliable and up to date ICT infrastructure across entire school in order to best aid learning, teaching and administration. s) Offer technical support to all staff members for the efficient use of ICT systems. t) Ensure cyber security measure are in place, including a safe, effective, reliable back-up system. u) Ensure measures are in place against data breach. 	<ul style="list-style-type: none"> software, upgrading as necessary. xxvi. Board to allocate funds for new equipment as needed. xxvii. ICT Administrator to identify and maintain strategies by which staff can document problems that need to be addressed. xxviii. ICT Administrator and BM review procedures to ensure safety measures are adequate. xxix. ICT Administrator and BM review procedures to ensure data breach does not occur and if so, policy and procedures are enacted.