



BANKSIA

montessori school

Banksia Montessori School



Strategic Plan 2017 - 2022

Version 1



Revision Notice

This is a managed document. All copies of this document preceding this release are obsolete and shall be destroyed.

This Strategic Plan 2017 - 2022 document is:

- Version 1
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Revision History:

Version Number	Date	Modification	Author(s)
0.1	30/3/2017	Creation of Document (draft)	Linh Vu
1.0	05/04/2017	Addition of key timeline for all the plan initiatives.	Linh Vu
1.0	25/05/2017	Strategic Plan approved by the Banksia Montessori School Associations.	

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2017 Strength & Opportunities

1 Message from the Principal and School Council

It is with considerable pleasure that we introduce the **Banksia Strategic Plan for 2017 – 2022**.

We are extremely pleased by the results achieved for the Strategic Plan 2014 – 2019. By the year 2017, we have achieved tremendous progress against the five strategies identified in the previous plan; the most notable results are in: (i) the continuous strength of the School's community culture and teaching quality, (ii) the improved efficiency of our School Council, (iii) and the completion of the Building Project.

In order to continue to consolidate the existing strengths of the School as well as to build a prosperous sustainable future, we have therefore formulated this new Strategic Plan for 2017 – 2022. The Plan outlines the blueprint for the next 5 years with new programs to meet increased demand and to address existing concerns raised by parents and teachers.

Banksia has a remarkable community of wonderful children, dedicated teachers and other staff, and highly involved parents. We present and commend this Plan to you as we unfold our journey together into the future.

Fleur Van Butzelaar - Principal

Linh Vu - Chairperson

2 Our identity code

2.1 Our Mission

To empower children to be **resilient and independent learners** in all aspects of life by providing **outstanding Montessori education**.

2.2 Vision

- Banksia will be a **well-recognised and sought after Montessori school** for children, parents and teachers to develop happily and holistically in all social, emotional and intellectual domains.
- We will continue to **embrace cultural diversity** and provide a **nurturing, attractive and sustainable environment** for learning, work and play.

2.3 Values

- **Holistic approach to teaching and learning:** we value the connectedness of mind, body and spirit; enabling the Banksia teachers' to pay attention to each child individual's physical, social, and emotional wellbeing as well as cognitive aspects of learning.
- **Nurturing environment:** our children develop life skills and a passion for discovery and inquiry in a nurturing, non-competitive, non-judgmental environment.
- **Personality traits and values:** Banksia graduates will leave our school with high personal values - **confidence, independence, resilience and empathy** – that will enable them to grow up as well-rounded socially-responsible individuals.

3 Our Markers of Success

By 2022, indicators of a successful passage on our on-going journey will be characterized as follows:

We will

- ✓ **Double our current size**
 - Established additional Foundation Program (3-6yo) and full week Playgroup program.
 - Created solid demand and financial resources for the expansion to a Primary School.
- ✓ **Be the FIRST choice for Early Childhood Education**
 - The school operates at full enrolment capacity, with a substantial waiting list.
 - High retention rates of students, teachers, and other staff.
- ✓ **Be well-known for our outstanding teaching quality**
 - Teachers, who engage and inspire our students, are acknowledged by and have the respect of the parents, and set the standard of high-quality Montessori teaching.
 - Our Banksia graduates are highly regarded by Primary Schools for their academic ability and personalities.
- ✓ **Continue to foster a connected, engaged and devoted School Community focused on the well-being of our children and the philosophy of Montessori.**
- ✓ **Improve on strong leadership and effective governance.**
- ✓ **Deliver a strong financial performance to ensure we are well resourced for current needs and future expansion.**

4 Our Plan

	Goals	Initiatives	Owner	Timeline
Students	Happy hearts. Brilliant minds <ul style="list-style-type: none"> Banksia graduates excel in literacy and numeracy. Resilient and independent learners. Happy & confident individuals. 	<ul style="list-style-type: none"> NQS National Quality Standard compliance 	Principal (assisted by admin)	On-going
		<ul style="list-style-type: none"> MQAP Montessori Quality Assurance Program from MAF 		End 2018
		<ul style="list-style-type: none"> Provide a broader range of enriching educational experiences (LOTE Language Other Than English program, Sport, Mindfulness...) 		End 2017
		<ul style="list-style-type: none"> Establish an alignment with key Primary Schools for students' succession plan. 		End 2017
Staff	A great place to work that attracts, retains and develops highly skilled Montessori teachers and other staff.	<ul style="list-style-type: none"> Implement an effective annual appraisal and professional development plan for all staff. 	Principal (assisted by Council)	Oct Annually
		<ul style="list-style-type: none"> Ensure competitive compensation package and welfare for all staff. 		T2/2017 on-going
Community	Highly engaged, informed and connected wider community around the school	<ul style="list-style-type: none"> Strengthen our school community via annual events (New family welcome day, fundraising events, year-end School concert & family picnic, Parent Education Nights...) 	Chairperson	On-going
		<ul style="list-style-type: none"> Review fee versus tasks structure to ensure fair contribution from both Option 1 & 2 parents 	Chair + Treasurer	T1/2018
		<ul style="list-style-type: none"> Reinvigorate parent information database (skills, connections) to bring about support for the School. 	Council	End 2017
Governance	Efficient & effective council that can look after the financial stability and long term success of the school	<ul style="list-style-type: none"> Identify the skill set needed for the Council and plan resource recruitment accordingly 	Chairperson	End 2017
		<ul style="list-style-type: none"> Development and succession plan for executive roles. 		
		<ul style="list-style-type: none"> Streamline processes and workload by eliminating low value time-wasting tasks 	Council	End 2017
		<ul style="list-style-type: none"> Investigate Cloud based document storage mechanism to enable shared knowledge and smooth transition of roles 		
<ul style="list-style-type: none"> NQS Annual Report to Council 	Principal	T4 Annually		
<ul style="list-style-type: none"> 2018 re-registration 	Principal + Chair	Apr - Jul 2018		

Future Expansion Preparation	A sound financial and commercial base to enable Banksia to double its current size by 2022	Marketing <ul style="list-style-type: none"> Grow enrolments via an effective marketing strategy: (i) Clear & differentiated articulation of our value proposition, (ii) Implement local area & digital marketing campaigns, (iii) Introduce systems and processes to better manage student prospects from enquiry to enrolment. Promote aggressively our Playgroup program as future feeder to the School 	Admin	On-going
		Infrastructure <ul style="list-style-type: none"> Identify the need gaps of current infrastructure versus future growth requirement (in terms of teaching materials & equipment, buildings and facilities) Update current Asset register status and identify next steps (to replace, or maintain...) 	Admin/ Business Manager	T3/2017 – on-going
		Finance <ul style="list-style-type: none"> Vigorously apply for new grants, and sponsorship. Identify potential new streams of financial income for the School 	Treasurer + Business Mgr	On-going 2019
		Lease with City of Stirling <ul style="list-style-type: none"> Negotiate a long-term 20 year lease with City of Stirling in order to be eligible for Capital Grants at the end of 2020. 	Chairperson	2020

5 Annual Implementation Plan

- **Accountability:** Chairperson is accountable for maintaining this Strategic Plan.
- **Review cycle:** Term 4 of every year:
 - Review progress (a tracker format is to be developed)
 - Select annual implementation plans & allocate budget accordingly.
- **Reporting cycle:** Annual General Meeting (AGM) to the whole School Community.

APPENDIX

BANKSIA MONTESSORI SCHOOL - 2017	
STRENGTHS	OPPORTUNITIES
<p>Education</p> <ul style="list-style-type: none"> • Outstanding 3-year Foundation Program, especially in literacy (reading) and numeracy preparation for Y1 Primary. • Montessori philosophy that encourages the development of the whole child into happy independent learners. • Small school with high ratio teaching staff to children, that facilitates personalized learning. <p>Staff</p> <ul style="list-style-type: none"> • Teachers who are committed to the delivery of high standard of Montessori education and caring for each individual child. • The newly appointed Principal possesses strong leadership and business management quality as well as experiences in Montessori teaching. <p>Environment & Community</p> <ul style="list-style-type: none"> • Quiet and safe neighbourhood, surrounded by very pleasant greenery. • Close-knit community with parents highly involved, engaged, multi-cultural and passionate about the School. • School Council members are responsible in their governance of the School and in implementing the Strategic Plan. 	<p>Growth potential</p> <ul style="list-style-type: none"> • No Montessori school competitors close by • Many new services/ programs can be launched subsequently: (i) Playgroups – need to be promoted aggressively to grow to full week/ Saturdays in order to become effective feeder source for the main classroom; (ii) before & after school care, (iii) future Primary School. • New Principal with business management experience and Council restructure → able to work on long-term growth for the School. <p>Grants/ Financial</p> <ul style="list-style-type: none"> • Obtain long term lease (20 years) with City of Stirling to be eligible for Capital Grants • More proactive in locating & applying for grants/ corporate sponsorships/ donations/ volunteering, etc.... <p>Marketing/ Branding</p> <ul style="list-style-type: none"> • Put more effort in marketing & branding, in order to increase enrolment & build a wait list. • Raise awareness on our strong Reading/ Literacy program as point of difference. • Get MQAP (Montessori Quality Assurance Program) accredited from MAF to guarantee our quality & differentiate us from some day-cares that claim to be Montessori. • Explore help/ resources from MAF to promote Montessori philosophy in general. <p>Resources</p> <ul style="list-style-type: none"> • Develop a relief list for staff Leverage parent volunteers/ help in a more effective way. Explore community resources (men sheds, TAFE students, etc....)