



montessori school

Banksia Montessori School

Council Handbook 2018

Version 6.0



Revision Notice

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

This Council Handbook 2018 document is:

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Revision History:

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2.0	1997 – 2006	Yearly modifications	Unknown
3.0	2016	Brought up to date	Van Vu
4.0	May 2017	Updated with new Strategic Plan 2017 – 2022 & key council decisions of 2016	Linh Vu
5.0	Sep 2017	Repositioned past Strategic Plans in appendix D & updated key council decisions of 2017	Linh Vu
6.0	April 2018	Included the Council annual implementation plan in appendix & updated key decisions of 2017 - 2018	Linh Vu

Welcome to Banksia School Council

As a member of Banksia school council, you can help discover new and exciting ways to contribute to the education of the students in our school. Education is indeed a partnership amongst parents, students, teachers, principals, school councils, government, and the community. Your involvement in the council gives you the opportunity to strengthen that partnership, and to be part of a dedicated team working to ensure a high quality of education for the children of Banksia. Your participation can make a difference. We look forward to working with you in the years ahead to provide all students with a foundation of learning that will allow them to thrive in life, work and continued learning.

Objective of Council Handbook

Being a School Council member means extra responsibilities towards the School and its students. And governing a School is not a simple task. Therefore, we have prepared this Council Handbook in an effort to provide you with an overview of all the key roles and responsibilities, the processes, the regulations, etc. which are expected of a School Council as a whole and each of its members individually. We have also tried to cover off some important historical decisions so that you would have general understanding of how our Council has evolved in the past few years until today. We hope that this Council Handbook will enable the whole School Council to form a shared knowledge of what is expected and will help each of the new Council members to get up to speed quickly with the rest of the team.

By becoming a council member, you agree to abide by this handbook and fulfil your duty and responsibilities to the best of your ability. We welcome all suggestions or inputs from you to make the Council Handbook even more useful and relevant for its main audience.

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1 History of the School

Banksia Montessori School was formed in 1982 by Christine and Richard Neale, after conceptualization by Pat and Barry Hilton. It was originally known as the Montessori Children's House, Yokine. In 1984, under a dedicated group of parents, the school became an incorporated body known as Banksia Montessori School. The school has been located at 17 Chatton st, Dianella since 1996 and currently holds a lease with the City of Stirling until 2022 (Current lease is 5+5 years)

The school has built up a reputation as an excellent preschool following the Montessori method. *The Montessori approach offers a broad vision of education as an "aid to life". It is designed to help children grow from childhood to maturity. The Montessori classroom provides a prepared environment where children are free to respond to their natural tendency to work. The children's innate passion for learning is encouraged by giving them opportunities to engage in spontaneous, purposeful activities with the guidance of a trained teacher. Through their work, the children develop concentration, independence, a sense of responsibilities and joyful self-discipline.* This underpins the core values of the school.

The school is a parent-governed, not-for-profit, independent school. The school caters for up to 32 children from 3 to 6 years of age and the ratio is 1: 10 teacher to children. The governing body of the school, the School Council, consists of the Principal (efficio non-voting member), Business Manager (efficio non-voting member) and parents who volunteer their time and efforts to undertake all responsibilities relating to the effective governance of the School. The parent council members are appointed from the parent body (the Association) by the outgoing School Council. In 2017, the Rules of Association was revised to allow non-parent community members in the Association and onto the School Council. This objective of this major strategic change in the Rules is to build an effective and efficient School Council with the right skill sets and continuity.

2 Current Strategic Plan 2017 - 2022

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

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*

5 strategies:

1. High quality teaching to ensure excellence in literacy & numeracy and develop resilient independent learners.
2. A great place to work that attracts, retains and develops highly skilled Montessori teachers & staff.
3. Highly engaged, informed and connected wider community
4. Effective & efficient Council that can look after the financial stability and long term success of the School.
5. A sound financial and commercial base to enable Banksia to double its size by 2022.

3 Council Roles & Responsibilities

It is important that all council members understand clearly the role and responsibilities. Do keep in mind that as you sit in the council, more is expected of you personally from the school community.

3.1 Role

The School Council is the governing body of the School, whose role is to provide strategic leadership, direction and oversight of the school; but NOT to manage. The principal and administrative staffs are responsible for day to day management of the school.

Key differences between governance and management:

- Councils assess and evaluate vs. managers execute
- Councils decide vs. managers do
- Councils work on the enterprise vs. managers work the enterprise

3.2 Responsibilities

1. **Formulate Strategies:** Prepare a clear statement of the school's vision, its objectives and key plans to realize that vision. Reviews and maintains the constitution/ Rules of Association, and establishes policies and plans consistent with the vision.
2. **Appoint and assist the Principal:** Council needs to be clear of their strategy and hire someone who can implement those strategies.
3. **Establish school's culture.**
4. **Legal Compliance:** Make sure that the council members are true, honest, and transparent. Assures compliance with applicable laws and regulations and minimizes exposure to legal actions
5. **Risk management:** ensure a Risk Management policy is in place and being followed by the Principal and their staff.
6. **Financial management:** ensure the School function within its budget. All council members need to seek understanding of the school's financial position, as all council members are jointly responsible for the school's finances.

3.3 Principles of Good Practice

- **Fiduciary Duty:** the Council has a duty to manage the school's finances for proper purposes. Whatever actions the Council takes must sit within the charter of the school. Therefore, a School Council member must be true to the school as an entity first and foremost and the fact that you are also a parent at the school should have no bearing in your decision making

- **Not allowed to make improper use of information:** Parents that sit on Councils cannot leak information to other parents. Each council member will be required to sign confidentiality agreements when they first join
- **Not allow to have a conflict of interest:** council members are required to declare conflict of interest as soon as they become aware of it to the Chair
- **Not allow to use your powers for personal benefit:** parents on the council should not get any advantages for their child or children
- **Due Diligence:** the law states that you should have asked questions to ensure you would get it right. As a member of the Council, you become personally shared responsible for all the council's decisions

3.4 Expectations from a council member

- act for the benefit of Banksia Montessori School Inc. at all times;
- regularly attend Council meetings and be well informed on agenda items;
- participate fully and openly in meetings, sharing insights, ideas and suggestions;
- contribute knowledge and express opinions based on experience, which in turn will assist the Council to make sound decisions
- exercise your powers and duties with reasonable care and diligence, and in the best interests of the School and for a proper purpose;
- apply independent judgement in the exercise of your powers;
- avoid conflicts between your duties to the School and your personal interests or your duties to others; and
- observe standards of good corporate governance.

4 Council structure

4.1 Background

Banksia Montessori School has always been an independent school governed by parents. Prior to July 2015, it was compulsory that all families would serve on the Council for a period of at least 12 months during their child's attendance at the school. To ensure that all parents could contribute to the governance of the school, more council positions were created. The Council then consisted of 11 positions: Chair, Secretary, Treasure, Fundraising Officer, Marketing Officer, Enrolment Officer, Maintenance Officer, Employment Officer, Purchasing Officer, OHS Officer and IT Officer. However, this structure exposed some flaws such as:

- (a) not many parents possess the right skills for the role, and
- (b) little interactions among different roles even though they were expected by law to share legal responsibilities of all Council decisions.

As a result of this, the Council was not functioning as a whole. Many Council members ended up fulfilling their duty alone; therefore, not only was the learning curve extremely steep for any new member, the frequent replacement of members also provided no continuity for the school's plan progression. The fact that the old council structure was heavily involved in the School's day-to-day tasks also prevented it from being able to focus on longer term strategies.

In order to *"have an efficient & effective council that can look after the financial stability and long term success of the school"*, the council decided to restructure in 2015 with the guidance from AISWA (Association of Independent Schools of Western Australia). And with it, the School Rules of Association was also revised by the end of 2015 and voted by all members of the Associations (the parents body).

The most important structural change was the separation of governance and management – The Council is now responsible for the effective governance of the School, while the day-to-day operation (Enrolment, Marketing, Maintenance, IT, Finance, etc...) are managed by the Principal and the School Administrators.

The second change was the reduction of the number of positions in the Council. The School Council now consists of a Chairperson, a Secretary, a Treasurer, a Finance Officer (efficio non-voting member), and the Principal (efficio non-voting member) and up to five general members, all of whom must be members of the Association (parents of the school).

Council participation was also made optional (versus previously mandatory) as Council seeds the goodwill and enthusiasm from the parents to join the Council to make a difference to the School and the quality of education for our children.

In 2017, the Council took one step further to continue strengthening the Council structure by proposing changes in the Rules of Association to allow non-parent community membership in the

Association and subsequently into the School Council and to allow school staff to be members of the Association with voting rights. The Association voted for and the Department of Commerce approved the new Rules of Association 2017 in June 2017. The significance of this strategic change is:

- To facilitate better acquisition of skills for the Council roles. In the past, the Council relied solely on volunteering parents. With this change, the Council can be more proactive in planning and acquiring the right skill sets to implement the Strategic Plan.
- To establish longer continuity of some of the Council positions, which in turn enable better implementation of a longer term vision. In the past, parent volunteered to be on the Council for average a year, very rarely two years or more; this resulted in a high turnover and disruption of plans. With this change, we hope to install a more stable structure with better succession plans to achieve continuity of long term visions and plans.
- To facilitate a smooth and inclusive flow of information throughout the whole school community (both parents and staff).

However, as Banksia continues to be a parent-governed community school by design, the parents will continue to play important roles in governing the school. Key executive positions such as Chair, Treasurer, and Secretary will remain with the school parents, while the non-parent community members will make up to a maximum of 3 general member positions to provide essential inputs and directions to the Council.

4.2 Key positions

- **Chairperson** :
 - Chair all meetings
 - Provides leadership to Council in policy-making, strategic and financial planning
 - Liaise with City of Stirling on matters regarding the property lease
 - Encourage open and constructive communication between council members and encourages the Council to work effectively as a team in achieving aims, strategies and policies of Council
 - Leads evaluation of Principal and Council in their performance and how the school is achieving its mission
 - Acts as partner with Principal in achieving the school's mission
 - Develops a relationship of openness and trust with Principal, allowing frank discussion of school issues and provides ongoing support and encouragement to the Principal
 - Reviews the human resources of the school
 - Ensures complaints are dealt with appropriately
- **Treasurer**

- Oversees finances of the school
 - Administrates fiscal matters of the school
 - Provides annual budget to Council for approval
 - Provides monthly financial statements at the Council meetings
 - Overseas development and review of financial policies
- **Secretary**
 - Takes minutes of all general, special and annual school meetings
 - Takes minutes of all Council meetings
 - Keeps copy of all minutes for school file in office
 - Update the registration of Council members.
 - Updates the registration of Members of Association (new parents, community members, staff)
- **Finance Officer**
 - Manages day to day operations
 - Executes plans and decisions by the Council.
 - Presents monthly financial reports at Council meetings.
 - Proposes annual budget planning to the Council.
- **Principal**
 - Has responsibilities to promote and implement the educational policies
 - Supervises day to day management of the school and implements school's strategic direction
 - The principal will, in consultation with the council, develop and implement Educational Staff Professional Development

5 Council process

5.1 Council meetings

Objective:

1. To ensure Council function effectively as a whole team and all members are well involved in its decision making process.
2. To ensure Council work on strategic priorities that adds value to the development of the school.

The council now holds regular meetings once a month during school terms with standard agenda with important issues being discussed first. All the council members are required to attend the meetings. If any members cannot attend any meeting, it is his/ her responsibility to seek understanding of the topics discussed and any arising decisions.

Standard agenda:

- Establish goals and objectives for the year, which are in line with Strategic Plan 2017- 2022
- School report from the Principal and monthly financial report from the Finance Officer to enable Council with thorough information for effective governance
- Evaluate options and make decisions.
- Share responsibility for school
- Delegate authority
- Follow up on plans/ projects.

5.2 School Term Meetings

Objective:

1. To keep the Parents and Staff informed of the progress of the school.
2. To get inputs from the parents and staff.
3. To facilitate parents and staff building relationship with one another.

School Term meetings happen once per school term, normally on a Tuesday night in week 2. Option 2 parents are required to attend and staff's and option 1 parents' attendance is optional.

Standard agenda:

- Chairperson's report: key updates on the progress of the school
- Principal's report
- Fundraising activities are discussed and planned
- General discussion

5.3 Annual General Meeting (AGM)

Objective:

1. To review the School's Performance throughout the year and highlights plans for the following year.
2. To receive nominations for Council roles.
3. To appoint the School Auditor.

The Annual General Meeting (AGM) is held once a year in Term 2. Before the AGM, an Expression of Interest for Council positions form will be sent out to all parents. The Council will select new member based on new nominations. All parents (both option 1 and 2) are required to attend this meeting. If a member cannot make it to the meeting then that member can appoint in writing another member to attend on his or her behalf by using the Appointment of Proxy form.

AGM agenda:

- Confirmation of the minutes of previous AGM
- Matters arising from the minutes.
- Adoption of the Financial Statements previous year (audited).
- Principal's Report.
- Chairperson's Report.
- Treasurer's Report.
- Appointment of a School Auditor.
- General discussion.

6 Financial Induction

As a governing body, the Council have the responsibility of improving the standards of education provided, at the same time, managing the school budget, its costs and effectiveness. The Council needs to ensure that they achieve the best possible outcomes for their students in the most efficient and cost-effective way.

6.1 Income and Expenses

The school's main income is from **Fees and Grants**.

- Fees are tuition fees, depending on the number of enrolled students.
- Grants are both State Government Grant and Federal Government Grant, only for compulsory years of schooling (in Banksia case, grants are for Pre-primary students), based on the number of enrolments and the pIndex of Community Socio-educational Advantage (ICSEA) score. The score is based on the national Census data and used to calculate the level of funding that the School receives. Factors taken into consideration include the type of employment and level of education of the parents of the school. The Parents' LBOTE (Language Background Other than English) provides a further 10% loading.
- Other incomes are fundraising, uniform sale, saving interest, etc...

The school's main expense is **Salaries** for teachers and staff. Other expenses include maintenance, marketing, building, IT, etc...

6.2 Monitoring budget

Central to effective financial management includes:

- Assessing cost effectiveness of individual initiatives against the criteria set out in the school improvement plan
- Understanding of budget position for setting following year's budget(s)
- Demonstrate that financial management is effective

All Council members need to ask questions and seek to understand the financial position of the School, as all Council Members are jointly responsible for the school's finances, not just the Treasurer. Key questions are:

- Is the School solvent? **Solvency**: the ability to pay its debt. A School become insolvent when it is no longer able to pay its debt and it is illegal for the School to trade in insolvency, and the Council will then be deemed as negligent before the laws.

- Is the School profitable? **Profitability:** the surplus at the end of the Financial Year to ensure the School remains solvent; the school cannot simply break even. It is recommended that the Operating Surplus is 12.5% - 13% of gross revenue, even higher for smaller schools.
- Is the School sustainable? **Sustainability:** the amount of debt the School can afford to have per student and whether the School has the ability for reinvestment.

Budget versus actual:

- The financial plan should be monitored (checked) to see if expenditure and income are going according to plan. If not – corrective action will be required

Internal reporting:

- Understand what drives the Key Financial Indicators (KPI's)
- Monitor KPIs

7 School registration

As an independent school, Banksia is required to be registered by the Director General of the Department of Education Services under section 159(1) of *the School Education Act 1999(Act)*. The school Council should be aware of the standards (12 Standards) for non - government schools. The details of standards are available on the non - government schools page of the Department of Education Services (DES) website: www.des.wa.gov.au

An Independent school can be registered for periods of between one and five years. Once registered, the school must periodically apply to the Department of Education Services to have its registration renewed (*Department of Education Services*). Banksia's registration expires at the end of 2018 (31st December 2018). Our school's process for renewing the registration was completed in Term 1 of 2018, with result by end of Term 2 of 2018.

Renewal of registration is one of the principle processes through which the Director General of DES can be fulfilled that schools are complying with the provisions of the Act – meeting the registration standards, implementing good governance and providing satisfactory education and levels of care to students (*Department of Education Services*).

The application for renewal of registration must be made on the approved form at least six months before, but no more than 12 months before, the current registration's expiry date (*DES*). This renewal of registration process will be implemented by the School Principal and Administrators; the School Council's role is to ensure this is done in a timely manner and the School complies with the current Standards & Requirements.

8 Calendar of Annual Events

Term 1

- Busy Bee Sunday before term commences
- Meet & Greet new families
- Council meetings & School Term meetings
- Newsletter
- Fundraising activity
- Harmony day
- Annual goal-setting for staff
- AGM – Annual General Meeting.

Term 2

- Busy Bee Sunday before term commences
- Council meetings & School Term meetings
- Newsletter
- Fundraising activity – Mother Day's High Tea
- Walk safe to school day
- Fundraising activity – Entertainment Book
- Handover to the new Council

Term 3

- Busy Bee Sunday before term commences
- Council meetings & School Term meetings
- Newsletter
- Fundraising activity – Bunning Sausages Sizzle
- Performance appraisal with staff (by the Principal) & with the Principal (by the Chair)
- Contract variations for staff

Term 4

- Busy Bee Sunday before term commences
- Council meetings & School Term meetings
- Newsletter
- Fundraising activity
- Budget planning for the following year
- End of the year performance appraisal with staff (by the Principal) & with the Principal (by the Chair)
- Commence renewals of staff contracts
- Renew insurance policies - review of insurance needs
- Review contents of parent manual, Council Handbook
- Family picnic
- School concert

Appendix A

Annual Implementation Plan

2016 – 2017

		Detailed work plan
1. Staff		<ul style="list-style-type: none"> - Succession Planning: (1) Hire an experienced, highly qualified Montessori teacher to replace Emelinda Stephen as Principal/ Head teacher by Nov'16. Ensure complete role transitioning by Dec'16, (2) Hire Donna's TA replacement by beginning of Term 4/2016. - 2017 Quality improvement: re-establish a formal process of performance review and development training plan for all staff.
2. Community	Potential parent orientation	<ul style="list-style-type: none"> - Orientation process & checklist: to be re-designed to ensure parents are aware of the key commitments/ rules in the Parent Handbook BEFORE enrolment.
3. Governance/ Management	In-house book-keeping	<ul style="list-style-type: none"> - Install system in-place (new computer, software) & book-keeping capability within the admin staff by Dec'16
4. Finance/ Expansion	Growing enrolments	<ul style="list-style-type: none"> - Marketing: execute Marketing Strategy 2016 – 2020 (website, social media, SEM) - New program launches: Extended Care & Montessori Playgroups – design, launch & marketing.
	Improving infrastructure	<ul style="list-style-type: none"> - Building Project: to be managed well, delivered on time and within budget. By Term 1/2016 - Playground upgrade: Musical Cubby House execution - Classroom upgrade: continue to fundraise. 1st critical item is replacement of the classroom floor.
	Planning future expansion	<ul style="list-style-type: none"> - Constitution: ensure Rules of Association/ Constitution laws facilitate the effective operation of the Council & strategic planning (expansion) of the School. - Primary School expansion: proposal, grant application

2017 – 2018

		Detailed work plan
1. Students		<ul style="list-style-type: none"> - LOTE program: starting Term 1/ 2018, one language introduction per term (French – Japanese) - Primary school succession plan: formalize the agreement with Sutherland Primary School for mainstream option and Chrysalis for Montessori option.
2. Staff	Staff remuneration	<ul style="list-style-type: none"> - Appraisal process: roll out the new annual appraisal and professional development plan for all staff. - Remuneration package: work out a 5-year staff salary planning to ensure competitive package for high performing staff.
3. Community	Parent engagement	<ul style="list-style-type: none"> - Review term fee vs. tasks to ensure fair contribution from both option 1 & option 2 parents. - Community events (morning teas, book club, etc..) to build parent community.
4. Governance/ Management		<ul style="list-style-type: none"> - Identify skill sets for the Council role: Finance/ Government Grant, Law, Education. - Plan resource recruitment accordingly. - Finalize Succession Plan Policy - 2018 re-registration.
5. Finance/ Expansion	Growing enrolments	<ul style="list-style-type: none"> - Review current Marketing Strategy 2016 – 2020 to improve effectiveness. - Promote & grow the Playgroup to ensure sufficient feeder to the main classroom.
	Improving infrastructure	<ul style="list-style-type: none"> - Classroom upgrade: extend the main classroom space, upgrade new carpet and purchase new high-quality Montessori equipment for the classroom.
	Planning future expansion	<ul style="list-style-type: none"> - Open the talk on 20 year lease with City of Stirling for Dianella site. - Assess the potential of Mt. Lawley site as the 2nd campus.

Appendix B

Council history of major decisions

2018

- Change in Finance Officer Role with Alex Lee leaving, replaced by Elsie Payne.
- A complex HR issue occurred when administration contracts were reviewed to find out major flaws, such as: wrong Award level, excessive annual leave (12 weeks paid school holidays vs. industry norm of 4 weeks), 30 mins paid lunch, short working hours (8.45am – 2.45pm), which results in the lack of time, incompleteness or delay of tasks, excessive TOIL (Time Off In Lieu) claims. Shared admin responsibilities also lead to overlap, and low efficiency. Combined with the increased amount of workload due to higher registration requirements, current contract arrangement fails to meet the demand of the school. Major effort/ discussions have been taken to resolve this issue. Key decision is to completely separate the roles into Administration (FTE 0.8) and Finance Officer (0.4) with the industry standard T&C.
- The previously Parent Council meetings have been revised to “School Term meetings”, that are open to all parents and all school staff, to facilitate better information flow throughout the school community.
- Renewal of Registration done in Term 1 of 2018

2017

- Welcome a new Principal/ Head Teacher Ms. Fleur Van Butzelaar. The former Principal Emelinda Stephen commenced her retirement & teaches once a week as a classroom teacher.
- Council meetings reduced to once a month (vs. previously once every 2 weeks) & Parent Council meetings reduced to once a term (vs. previously twice per term). Agenda focuses on key priorities.
- A 2-day Strategic Planning workshop was conducted in Term 1. A new Strategic Plan 2017 – 2022 was proposed and supported by all the parents and staff at the AGM in Term 2.
- New Rules of Association 2017 was approved to allow all staff (teachers & admins) and non-parent community members to become members of the Association. This will enable us to recruit non-parent community members with the right skills to be on the Council.
- Building project completed: new admin office, a classroom, UAT and playground landscape
- 2 new programs (Extended Program and Toddler Playgroup) were launched in Term 1.
- Completion of bringing book-keeping in-house with MYOB software.
- The School organized a formal inauguration event for the new building and playground. The event was well attended by local officials, City of Stirling & AISWA representatives, staff, children and parent community. This has become an effective way to promote our school in the community.
- A brand new 4-minute promotional video was commissioned. To be launched by early term 4/2017, in time for the enrolment peak period for the following year.

2016

- Planning design for Building project and Playground upgrade.
- Council voted for Building project- streetscape Collage approval in July
- A proposal and DA Development Application for the Building project was sent to the Council of City of Stirling for approval.
- Decision to implement the Musical Cubby House in early Term 4 as the first step of the Playground upgrade project
- Council voted for budget (\$2,500) to outsource building a new school website, to be launched within Term 3/2016. The new interactive & SEO website was launched at the end of the year.
- Decision to launch 2 new programs: Extended Care (12pm-3pm for younger children) and Montessori Playgroups once the Building project is completed by early 2017.
- Decision to bring book-keeping in-house going forward by end of 2016.
- Succession plan workshop carried out in May 2016. The council reviewed the outcome from the workshop and decided to a business manager role and head teacher model.
- The current Principal/ Head Teacher Emelinda Stephens informed Council that she would retire at the end of 2016 after more than 20+ years with the School. A selection plan for the new Principal/ Head Teacher has been put into place.

2015

- February, the document “Proposed changes to Council and Fees” was produced proposing changes the council and fees.
- New fee structure was introduced including option 1 and option 2 payment. This provides the flexibilities for the parents and to allow parents have choice of their involvement with the school.
- In June, the council voted to reduce number of positions within school councils to only Chair, Secretary, Treasure, Office admin and Parent Liaison. However, this structure was not aligned with the Rules of Association
- In august 2015 admin school contracts were changed from casual to part time basic as their working hours are the same every week for the whole year. AIWSA suggested doing so.
- The council agreed to review salaries of the teacher mid 2016.
- In September/October the council reviewed the job description of the principal to head teacher due to Emelinda Stephen’s requests to remove Principal duties from her roles and transition those roles to the Business Manager.
- A special Resolution meeting in December to vote for new ROA. Then the new ROA rule was submitted to the Dept of Commerce, and got approval.

2014

- Workshops to set strategic plan for school
- New school sign was voted in November
- Capital Grant application for the Building project.

2010

- Air con was installed in the office (bought by KAMBO's)

2009

- Carpet for classroom and office
- Tinting of office windows were done, a small section of one sided viewing glass window in the office

2008

- The water grant was in 2008 and money was paid to school
- Early 2008 air conditional was installed
- Small playground was set up in June (\$12,000 approx)

2006

- Website established
- Posters and brochures distributed again
- Commenced writing policies for school- policies for excursions/ incursion, anti-bullying, behaviour management, duty of care and complaints endorsed
- Council handbook written for all council members
- Issue with 'pre - audit' delays ironed out- decision not to have 'pre- audit' in future. Audited books for 2004 and 2005 received for AGM
- Internet banking established
- Cleaner left- tried parents cleaning for school fees but proved to be expensive, awkward and too much paperwork so decision to employ contract cleaners for 2007
- Minimal fundraising due to various reasons
- Sand replaced in undercover sandpit
- Prominent advert in WA Guide to Independent and Catholic Schools
- Issue with alarm going off frequently – alarm repaired, switched to monitoring service and smoke alarm installed

- Performance management for teacher and assistants put in place
- Evaluation of council put in place
- Decision to make treasurer a fee free position
- Incidence of bullying led to development of anti-bullying policy and parent evening topic of bullying to be given each year. Resources for school include leaflets and DVD
- Staff student ratio set at 28 children with 1 FTE teacher and 1.3 FTE assistant time

2005

- 21st birthday (since incorporation)
- Posters and brochures developed for marketing and distributed in range of locations
- Decision to move to flat fee structure across three age groups for 2006 because 3 year old children are more work, do not attract grant funding and often are not staying the full three years.
- Treasurer position very difficult to fill- ex parent paid to complete task
- Accreditation process- school was accredited for three years
- Fundraising levy \$35 per term
- Shire checked asbestos- not damaged so not priority to be replaced
- Directress resigned due to admin load, but with part time assistance employed and chair sorting mail, continued to work. Admin support later dropped
- Ongoing issue getting books to auditors, not audited books for 2004 yet.
- Re- established monthly accounts from treasures at meetings
- Decision to stop distributing minutes to all parents, key points in newsletters and minutes available in office. Distributed by email to council members
- Emmy's superannuation and back pay errors from several years past finally sorted and up to date(see doc #4)
- Investigated changing of constitution but it would have to substantially written to comply with new laws. This would not be in school's interests so constitution will remain and no further amendments or changes can be made to it

2004

- Emelinda Stephen took some long service leave and balance paid out

2003

- Childcare licence given and DCD states exempt from day care license
- Feasibility of having a second classroom explored with discussions with shire and plans sent. However, cost seen as too prohibitive and falling numbers of children on waiting list.

2002

- Lease extended for further five years

2001

- Treasurer 's role split to have Assistant treasurer
- School bought computer for children to use and some lessons organized
- Clarification from Department of Education that ratio is 1 to 10 children and in special circumstances, 1 to 15 to a maximum of 30 children with 3 adults.
- Planned time off of staff must be received in writing

2000

- Join AISWA
- New vinyl and heaters installed
- Toilets our responsibility to fix

1999

- Constitution bound to be kept in office
- Minutes to be kept in office
- Agreed to let Banksia Playgroup use logo to strengthen links

1998

- Breaks ins so alarm fitted
- Teacher review using questionnaire

1997

- Playground equipment installed

1996

- Moved to new premises in Chatton street
- Registered for 25 children

Appendix C

Summary of lease with City of Stirling

The current building on Chatton Street was built in 1968 and is owned by the City of Stirling with whom we have a lease for a five year period with an extra five years option to extend.

The following apply to leasing the Chatton Street premises:

- The Lease expires in 2022. A new lease (longer-term 20 years) needs to be negotiated with City of Stirling by 2020.
- Requirement to write to the Shire no more than 6 months and no less than 3 months from end of lease to renew it
- Keep electrical and water supply service equipment in good repair and condition
- Not erect any building or structure without permission
- Maintain lawns and gardens
- Exterminate pests
- In last three months of term, paint all outside and inside wood, iron, metal, stucco and cement work.
- Have public liability insurance of 5 million dollars, increasing each year
- Have worker's compensation insurance
- Have building contents insurance
- Provide a copy of all insurance certificates to the Shire

Appendix D

Past Strategic Plans

8.1 2014-2019 Strategic Plan

Vision: *Banksia Montessori School will be a highly recognised and sought after school, who is instrumental in the holistic development of our children. Our highly informed parent governed council will be leaders in governing a sustainable and evolving school that embraces cultural diversity, fosters trusting and open relationships and provides an attractive and functional environment for work and play.*

The following are **5 strategies** identified at the Strategic Planning Workshop 2014:

- New Parent Introduction
- Leadership of the Governing Body
- Attractive and Functional Environment
- Cultural Diversity
- Open and Effective Parent/ Teacher Communication

8.2 2006 – 2010 Strategic Plan

Vision (what we hope, dream and work towards achieving): *To be well known across the local community as a preschool offering a high quality education for children*

Identity (who we are): *Warm, enjoyable, structured environments where children are free to learn at their own pace, under guidance of fully qualified Montessori staff.*

Mission (what we do to achieve our purpose and further our vision): *To teach children to learn independently and to stimulate their own natural desire for knowledge*

Our Core Values (What we are committed to)

- Parent involvement
- Staff who direct rather than teach
- Education which is based on the observed needs of each child
- Children working at their own pace without competitiveness
- A strongly developed work ethic that fosters respect for others and one's own work

Our Objectives (what we want to achieve)				
Community	Staff	Finances	Systems	Children
To involve all parents in the development of the school	To employ, develop and support highly skills Montessori trained staff	To ensure the long term sustainability of the school	To create, maintain and enforce policies to support the school environment	To ensure the highest quality education for the children