



Strategic Plan 2020 – 2023 (Interim)

Birali Steiner School Community acknowledge the Traditional Owners of this land where our school is located.

Gifted the name Birali (creative spirit) by a local Indigenous elder, Birali Steiner School values our strong ties to the location's First People. We greatly value the blessing they have bestowed upon us and their continued support for the school.

BIRALI VISION

Education Through Head, Heart and Hands

Academic, Artistic, Practical

Steiner Education for our students encompasses a holistic educational approach, balancing academic, artistic and practical learning experiences., founded on the principles of anthroposophy set forth by Rudolf Steiner and adapted for our changing world. Our school community strives to achieve balance by developing each child's potential in academic (thinking), social (feeling) and practical (willing) areas.

BIRALI VALUES

- **RESPECT** - we show respect for ourselves and to each other through:
 - our courteous and collaborative communication,
 - working positively together
- **KINDNESS** - we show kindness when:
 - we listen to each other
 - when we share our time
 - when we include and support each other

BIRALI STEINER PEDAGOGY - shaping our engagement, our Teaching and our Learning in our Birali community

We engage as learners and for learners when we plan our teaching through:

- **Intellectual challenge,**
- **Spiritual exploration,**
- **Growth of and connection with our soul**

Birali Steiner Strategic Plan 2020-2023

Strategic Plan Elements – Education Direction: Teaching and Learning

Domain	Objective	Leadership	Target	Risk	KPI	Application
<u>Education Direction</u> <u>Teaching and Learning</u> <u>Professional Focus</u>	Expand the Middle School programs and curriculum to incorporate the growing needs of our students	Principal Senior Staff	S1 2020 - Middle School curriculum and program development with across school alignment of learning focus - SEA curriculum, National curriculum	Medium Risk H9	Newly enrolled student cohort increases in number Student cohort retains Middle School enrolments	2021-2023
	Professional responsibility for student profiling T1 and T3 2020	Principal Senior Staff	Profiling of whole school – especially newly enrolled students with associated support and EAP program development	High Risk Medium Probability	Student Profiling completed by end S1 2021 Reviewed each semester	2021
	Professional Capacity and Capability Development of Birali Steiner School	Principal: - Senior Staff - Early Career teachers -	Curriculum alignment with National and State requirements and SEA Evidence of whole staff professional learning Evidence of Staff morale and satisfaction	High Risk Medium Probability	Performance reviews of all staff annually Annual Staff School Satisfaction Survey	2021-2022
	Schoolwide Wellbeing advocated and promoted across the Birali School community	Principal: - Senior Staff - Early Career teachers - Provisional	Professional Responsibility through Professional Learning with Community Awareness well informed - T1 and T3 High level awareness across staff and community regarding Qld legislative accountabilities and required 2019 School Policy updates.	Medium Risk (Enrolment uncertainty, funding allocations) Medium Probability (Expertise accessible)	Student and Staff Wellbeing	2019–2020 Continuing

Domain	Objective	Leadership	Target	Risk	• Area	Application
<u>Education Direction</u> <u>Teaching and Learning</u> <u>Professional Focus</u>	School and Steiner COT work collaboratively and develop learning and educational objectives	Principal Senior Staff Early Career teachers - Provisional	2020 Professional Learning focus for all staff - committed focus each term - 2 staff meetings	High Risk Medium Probability	Professional Learning	Ongoing
	Professional Capacity/Capability of teaching, support staff, administrative staff	Principal Senior Staff	2020 focus on continuing Professional and community Learning through targeted identified agreed professional development	Low Risk Low Probability	Steiner Curriculum, Learning focus – Anthroposophy & Core Principles of Steiner Ed	2020

Strategic Plan Elements – Financial Accountability

Domain	Objective	Leadership	Target	Risk	KPI	Application
Financial Accountability	Maintain and improve financial practices and procedures.	Board FRACS School Operations	Develop & Authorise Projected Business and Strategic Financial Plans Allow opportunity for Annual cash surplus of around 10% of revenue to go into future development works.	High Risk School funding sources and costs to be closely monitored Medium Probability High financial probity	Project Management	
	Achieve and maintain sustainable building program commitments based on financial KPI and demand	Board School Operations	Financial KPI and Enrolment projections to continue focus on required and Board approved Primary and Middle school Infrastructure	High Risk High Probability Strong and diligent focus on funding models and financial probity by Board	School Development	2020-2023
	Ensure viable, accountable and ethical finance practices based on accurate and required financial reporting	Board FRACS School Operations	Create KPI's for measuring Budgets, timelines of Biral School Annually Track and monitor performance of FRACS	High Risk High Probability (Strong and diligent focus on funding models and financial probity by Board	Board endorsement of FRACS Evaluation each semester	2021
	Prioritise Policies and Procedures	Board School Operations	Policies and Procedures by appropriate documented timelines for review	Medium Risk Medium Probability	Risk Mitigation, Compliance and Performance	2021
	Ensure strong and accountable financial practices for Internal and External Audit requirements	Board School Operations	Proactive preparation of the monthly and annual forecast budgets for the determined following period – provided at each Board meeting and then due for Board approval in November each year.	High Risk High Probability Strong and diligent focus on funding models and financial probity by Board	Annual Audit compliance with satisfactory report	FRACS Calendar date

Strategic Plan Elements – Community Engagement

Domain	Objective	Leadership	Target	Risk	KPI	Application
Community Engagement	Develop meaningful relationships with the broader community	Board Principal	Increased community awareness of the school, demonstrated through inter-organisational events.	High Risk High Probability (External agency oversight NSSAB, QCot, SEA CoT)	Professional Learning Community	2020-2023
		Board Principal	Increased community awareness of focus on Indigenous links and connections	Low Risk Low Probability	Indigenous Connections	2020-2023
	Build strong identity and branding across all public engagements.	Board Principal	Understand on a demographic level, our target market to ensure effective marketing spend for school promotion and event coordination	Medium Risk Medium Probability	Promotion and Visibility	Annual - End Semester
	Bring the community together	Board Principal	Promote and conduct activities that promote school identity and support the community.	Low Risk Medium Probability	Community Strengthening & Development	Ongoing
		Board School Operations	Strong community connection with, and support, of the school's clearly articulated and communicated Education Direction	Medium Risk Medium Probability	Promotional and Events Planning Community Engagement	2020-2023

