



**CASTLEMAINE STEINER SCHOOL  
& KINDERGARTEN**

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# Strategic Plan

2022 - 2027



*Class 8 art-work – Camel Trek Camp*

## Our Vision

Through a contemporary Steiner education, we guide our students to step authentically into the world with a well-directed internal compass, creative and critical thinking and deep connections to Country.

Our highest ambition for the students is that they learn to tread life's paths with courage, insight and an open heart motivated by a sense of service, discernment and a love of learning and life.

## Our Mission

We educate young people in such a way that they can develop into free beings, with a love for the earth and life, and the goodwill to contribute their special gifts to making the world a better place. We strive to provide a creative and empowering education for the child, that nurtures a spiritual and holistic sense of self, other and place, and with that a profound sense of belonging.

By cultivating responsibility, inner strength and a love of learning, a healthy resilience develops in our students as they grow and learn to work collaboratively throughout their time at the Castlemaine Steiner School and Kindergarten.

The school is guided by the Core Principles for Australian Steiner Schools (Steiner Education Australia).

The Australian Steiner Curriculum is creatively taught with integrity and care by our committed and professional staff. This curriculum provides a contemporary education through academic, artistic and practical instruction. Each age and stage of the child's development, in thinking, feeling and willing, is met by this living education.

On Dja Dja Wurrung Country, amongst the box ironbark forest, the natural and cultural environment of our school is a great teacher. Our buildings and surroundings are consciously designed to inspire stewardship, gratitude and connection to the earth.

Out of love and hope for the future  
of the earth and all life upon it,  
we strive to develop the unique capacities of all within our care.

To ennoble the mind,  
Fire the imagination,  
Fortify the will and  
Quicken the initiative for life.

**Values for Learning**  
*Striving to Be our Best*



## What broad goals are we focusing on for the next 2 - 5 years?

- Increasing enrolments across the school
- Enhancing the quality of teaching and learning across the school
- Building a strong and vibrant school community
- Strengthening the school's financial position

## How will we achieve these?

We have created a series of goal-related objectives across the five areas of:

1. Student Learning and Engagement
2. Governance and Leadership
3. Sustainability - Business
4. Sustainability - Environment
5. Community Connections

For each objective, we have developed a series of actions which we plan to take over the period covered by the Strategic Plan. These actions may be modified or added to as the plan progresses and as we find new pathways towards achieving our strategic goals.



All members of our school community have a part to play in bringing our Strategic Plan to life and strengthening our wonderful school!

# CSSK Forest of Five Year Goals

To provide a rich, high quality K-8 education informed by contemporary Steiner principles and current educational best practice

To be known as a school which skillfully and creatively meets the social, emotional and educational needs of our students

To have a vibrant teacher development program which has as its focus the understanding of a contemporary Steiner Education

## Student Learning & Engagement

To generate an annual income sufficient to resource the staffing and other recurrent needs of the school, as well as capital replacement and development needs and cash reserves

To provide the school's education staff with the support they need to focus on educating students

To have systems and processes in place to effectively monitor current business needs and predict future business needs

## Sustainability - Business

To have redeveloped play spaces across the school which are inclusive, accessible, developmentally age appropriate and include sensory elements

To have an expanded food garden program across the school which integrates with a regular food market on site

To redevelop the entrance to the school to create a welcoming space with resurfaced driveway and enhanced garden spaces

## Sustainability - Environment

To have a skilled Board with sound understanding and openness to uphold the ethos of the school and be able articulate the vision of the school

To have strong, stable leadership across the school with clear succession planning in place

To have strong, active governance and leadership policies and procedures in place to support the operation of the school

## Governance & Leadership

To have a thriving adult education program of workshops, activities and a regular study group

To establish an annual event such as a children's festival for the wider Castlemaine Community

To have healthy, enriching reciprocal relationships with organisations within our community

## Community Connections

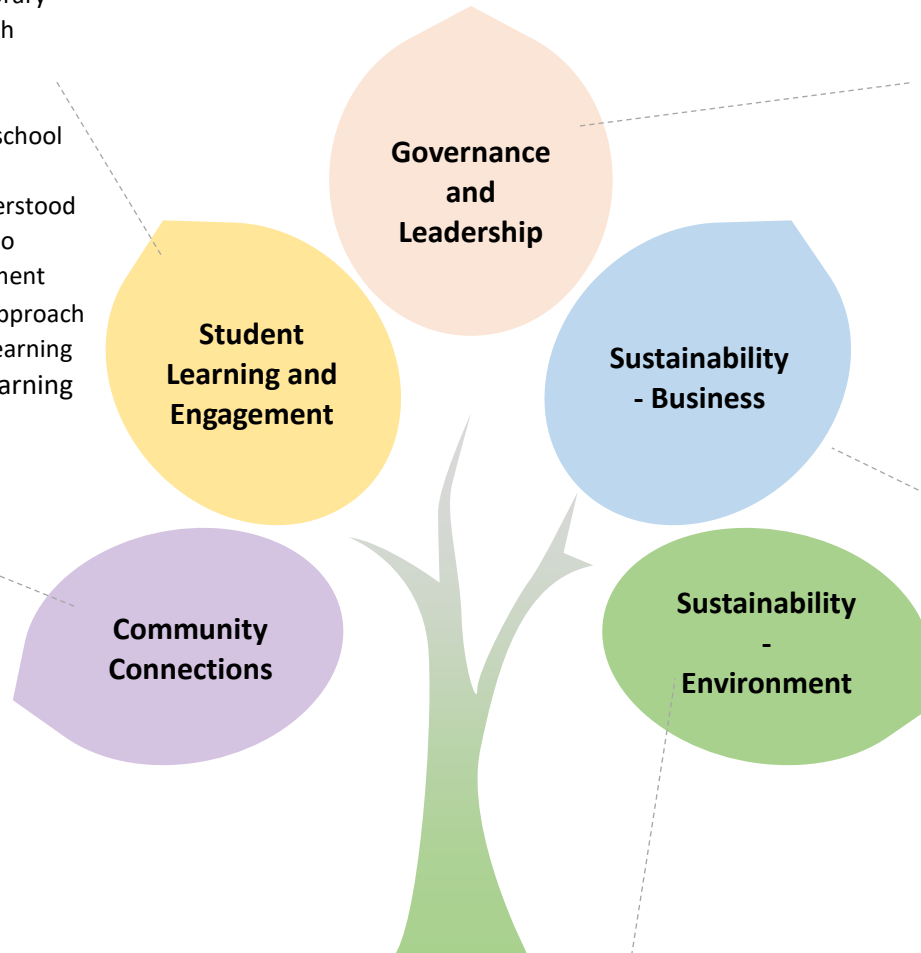
# CSSK Two Year Strategic Tree

## Objectives

- 1.1 To ensure educators have the skill and understanding to provide a rich, contemporary Steiner Education for all students using high quality teaching practices informed by educational research.
- 1.2 To have a strong, well understood, whole school approach to literacy and numeracy
- 1.3 To have a strong, supportive and well understood Steiner informed, whole school approach to student wellbeing and behaviour management
- 1.4 To provide a co-ordinated, whole-school approach to learning which meets the full range of learning needs of our students and reflects our learning values

## Objectives

- 5.1 To develop in our parent community a living and growing understanding of the philosophy that underpins our education and the way this lives within our school.
- 5.2 To have healthy and clear communications between school staff and parents
- 5.3 To have healthy parent engagement in learning
- 5.4 To have healthy, vibrant and positive parent social engagement within the school community
- 5.5 To develop enhanced connections with the wider community



## Objectives

- 2.1 To have a strong, up-to-date and fit-for-purpose constitution which serves to support and protect the company
- 2.2 To have a skilled Board which operates knowledgeably and effectively to govern the school.
- 2.3 To have a clear structure of governance and leadership roles which is well understood by all stakeholders in the school.
- 2.4 To have clear, supportive policies which meet compliance requirements and which are accessible, understood and utilised by school stakeholders.
- 2.5 To have a vibrant college which meets regularly and focuses on pedagogic sharing, collegial support, child study and anthroposophical study

## Objectives

- 3.1 By the end of the 2022 school year, to adopt and implement a clearly articulated business plan for the period of this strategic plan which allows the school to remain financially viable and to build a strong financial foundation for the future.
- 3.2 To increase overall student numbers to 136 by August 2023 and 186 by 2028 by increasing new enrolments and minimising student withdrawals.
- 3.3 To implement a clearly defined HR process for recruitment, on-boarding, professional development, performance management, off-boarding and succession planning for staff by the end of 2023.
- 3.4 To standardise and document employment conditions throughout the school by the end of 2023. This can be used as a starting point for possibly developing an Enterprise Bargaining Agreement.

## Objectives

- 4.1 To maintain and develop our site so that it is protected and enhanced and best meets the needs of our learning community.
- 4.2 To incorporate indigenous knowledge into maintenance and development of the site and into ongoing learning about the site
- 4.3 To have a coordinated program of regular student interaction/connection with the environment across all levels of the school.

