



**Blue Mountains  
Steiner School**

# STRATEGIC PLAN

## **2021-2026**

*This plan outlines our blueprint for the next five years.*



# Acknowledgement of Country

We acknowledge the Traditional Custodians of this Darug land on which we learn, live, work and play, and we pay our respects to Elders past, present and emerging.

## Thank you to our school community

We take this opportunity to extend our deepest gratitude to the many people - students, parents, staff, Council and community members - who contributed their time and effort to this plan, in particular Class 3 / 4 students Jess, Remy, Archie and Delilah, for their work shaping the student consultations.

We extend our heartfelt appreciation to former BMSS parent Peter White PhD, who conducted extensive analysis and background research in preparation for this plan; former BMSS parent and Council member Carmen Watts for her foundational strategic groundwork; BMSS parent Caroline Noonan-Edwards for her communications expertise; former BMSS parent Paul Donovan for his expert facilitation with our stakeholder engagement workshops; and Class 3 / 4 Teacher Freya Baska and current parent Ben Steele for their beautiful artwork.

This Strategic Plan 2021-26 was finalised and endorsed by Council on 17 March 2021:

- Maia Giordano (Chair)
- Renee Boucher (Deputy Chair)
- Dance Johnston (Treasurer)
- Martin Buckmaster (Principal, Teacher)
- Francine O'Dea (Kindergarten Teacher, Head of College)
- Lindsey Pacchini (Parent, Teacher)





# Introduction

The Blue Mountains Steiner School Strategic Plan 2021-2026 is an aspirational as well as a practical living plan that recognises our existing strengths and charts a clear path forward to strengthen our school community over the coming 5 years.

Our strategic goals are to maintain and develop:

1. Excellence in student learning
2. Excellence in Steiner pedagogy in a modern world
3. Engaged school community
4. Beautiful school environment
5. Robust governance, resourcing and economic sustainability.

Our students tell us they love our bush setting, and all the opportunities for play, learning and connection with their friends and teachers.

**Together, through a connected and supportive school community, we build resilient creative and independent children prepared for an ever-changing world.**

Our aim is to deeply engage children to foster a genuine love of learning that sustains them throughout their lives.

Just like our small warm-hearted school in the bush, this Strategic Plan is the result of a collective effort that draws on the expertise, experience and ideas from students, parents and carers, staff and the School Council.

We invite you to work and walk with us to ensure this Strategic Plan comes to life in our school over the next 5 years and beyond.





# Our plan at a glance

Our values and strategic goals work together to strengthen our wonderful school for the benefit of all our students.

## EXCELLENCE

Academic  
excellence in early  
years and primary

Active  
and engaged  
school community

## CONNECTION

Our graduates  
are resilient,  
creative and  
independent.

## CAPACITY

Steiner pedagogy for  
a modern world

Safe and beautiful  
environment

## CARE

Balancing  
operational  
strength, solid  
processes and  
educational  
outcomes.





# About us

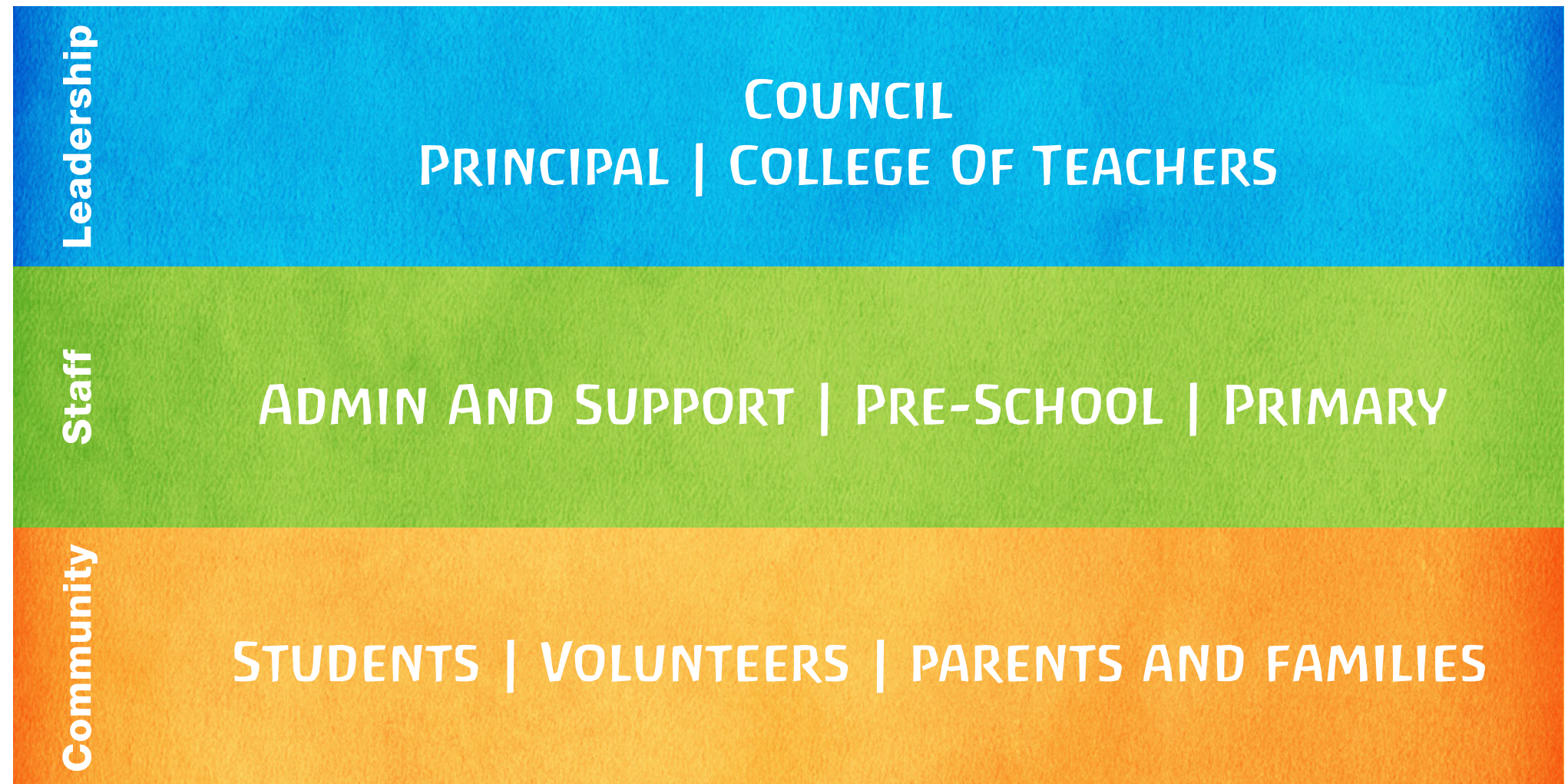
We are a small bush school delivering high quality modern Steiner education. We deliver excellence in Steiner education by working with the thinking, willing and feeling of the child through a rich and diverse curriculum, fostering curiosity for the world and a love of learning.

## Our graduates

BMSS graduates are often praised for the creative approach they bring to their work, and the warmth and depth they bring to their relationships. Their inner confidence and ability to work in teams is underpinned by the subtle sense they have of being connected to a broader flow of life. Our graduates succeed at the high school of their choice and many continue on to tertiary studies where they pursue a broad range of careers.



# Organisational structure





# Our vision

Together, through a connected and supportive school community, our children grow to be resilient, creative, independent and prepared for an ever-changing world.

# Our mission

We deliver quality Steiner education, adapted to the developmental stage and needs of the whole child. Our holistic curriculum combines Steiner pedagogy with academic excellence to immerse each child in ideas, nature and culture. This fosters in the children a lifelong love of learning, an appreciation of beauty and intellectual curiosity, as well as respect for their physical, emotional and spiritual wellness. We focus both on the individual child and the cultivation of a caring, vibrant school community where children feel seen and heard and know that they truly belong.

# Our values

## CARE

For self, students, community and environment.

## CONNECTION

Nurturing the growth and unfolding of each child's curiosity and imagination through our shared work, hope and purpose as global citizens.

## CAPACITY

Cultivating students who are positive and see the beauty in the world, are confident in themselves, thoughtful in their observation and self-expression, and who pursue these practices with enthusiasm and creativity.

## EXCELLENCE

Achieving excellence through academic rigour, child-responsive teaching and a curriculum that is thematic, developmental and integrated.





# Our action plan

STRATEGIC GOAL	ACTION AREAS	OUTCOMES
Excellence in student learning	<ol style="list-style-type: none"> <li>1. Identify and define a holistic school journey, from Playgroup-to-Class 6, including rich experiences and opportunities.</li> <li>2. Promote excellent Steiner programs.</li> <li>3. Support leadership in Literacy and Numeracy programs using traditional Steiner methodologies combined with educational best practice research and data.</li> <li>4. Improve student experience through enriched resiliency programs, Peer Support, and Rock and Water programs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Teachers know what the journey looks like and are empowered to be creative within the broader ethos.</li> <li>2. Satisfied parents and carers see capable children able to deal with challenges.</li> <li>3. Children learn to problem-solve and deal with conflict through the restorative circle and other Steiner programs.</li> <li>4. Our students are capable, resilient, creative, confident and engaged in the world.</li> </ol>
Excellence in Steiner pedagogy in a modern world	<ol style="list-style-type: none"> <li>1. Support teachers' continued professional development (TAA, Lead Teacher programs and Steiner Intensives).</li> <li>2. Strengthen community awareness of Steiner pedagogy in a contemporary context, the school and the unique Blue Mountains Steiner approach.</li> </ol>	<ol style="list-style-type: none"> <li>1. Teachers are empowered to teach traditional Steiner methodologies combined with the latest educational best practice research and data; they feel supported in their professional development and that their work is the heart of the school.</li> <li>2. Parents understand the value of the modern Steiner approach and feel included in their child's learning journey.</li> </ol>
Engaged school community	<ol style="list-style-type: none"> <li>1. Embed and elevate the voice of children across school operations.</li> <li>2. Review and grow the school volunteer program, including clear reward, recognition and evaluation.</li> <li>3. Embed "Ideas Teams" into school structure and operations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Children Preschool to Class 6 are seen as experts in their own experience with ideas and a valued voice. Children have opportunities to contribute to school decisions.</li> <li>2. Parents understand the importance of and feel encouraged to contribute to the school community.</li> <li>3. Increased volunteering and positive parent experience.</li> </ol>
Beautiful school environment	<ol style="list-style-type: none"> <li>1. Design and implement School Improvement Plan, including aesthetics and facilities review.</li> <li>2. Introduce quarterly levy for capital development and maintenance.</li> </ol>	<ol style="list-style-type: none"> <li>1. Planned, timely and appropriate resource allocation for repairs and maintenance.</li> <li>2. Buildings and grounds look and feel beautiful and welcoming.</li> </ol>
Robust governance, resourcing and economic sustainability	<ol style="list-style-type: none"> <li>1. Design, communicate and embed clear and transparent governance policies and processes.</li> <li>2. Develop and deploy effective communication and marketing strategies.</li> <li>3. Implement a robust and secure IT framework and infrastructure.</li> <li>4. Continue effective and transparent financial management and compliance whilst improving the school's financial position.</li> <li>5. Maintain the role and active function of the College of Teachers.</li> </ol>	<ol style="list-style-type: none"> <li>1. Policies and procedures are current, correct, accessible and embedded in practice.</li> <li>2. Increased positive community awareness of BMSS resulting in full capacity enrolment.</li> <li>3. Secure and effective IT systems are implemented with full adoption and ease of use by staff.</li> <li>4. Strong financial performance and certainty as a continuing economic entity.</li> <li>5. Strong relationship and regular communications between the College of Teachers and the School Council.</li> </ol>





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