



Yass Montessori Pre-School Inc  
Strategic Plan  
2015 - 2025



## Strategic Plan 2015 – 2025

Our Mission:

To provide a learning environment based on Montessori education methods that help the pre-school child reach their full potential as an individual, appreciating the larger context of their world

*trust respect community learning unique quality accessible*

# Welcome from the President

*past, present, future*

In 1980 a small group of dedicated parents formed the Yass Montessori Group with the aim of providing a structured learning environment for the children. This incorporated play activities based on Montessori principles as an alternative and/or supplement to existing playgroup and pre-school facilities already available in Yass.

The mission of those dedicated parents, over 30 years ago is still true today. The intention of this Strategic Plan is to ensure that their mission continues into the future.

The Yass Montessori Pre-School Committee is very proud to be the custodians of a strong history of childhood education that has:

- Provided a unique alternative and local pre-school option to families;
- Delivered a Montessori based education by highly qualified and experienced staff; and
- Offered this experience in an environment that engenders a trusting and respectful relationship between individuals to create a harmonious community.

The Yass Montessori Pre-School community is evolving with second-generation students and new families of diverse backgrounds moving to the Yass Valley and choosing to include Yass Montessori Pre-School as a part of their framework to raise their children.

The Pre-School always has been and always will be a not-for-profit, community-run, and accessible community service.

The following (from 2005) is still an apt account of the present situation:

*“As we prepare to celebrate 25 years of Montessori based education in Yass, we face new challenges ahead. The school faces security of tenure. The current classroom has always been leased. The main consideration has to be for the school to continue so that the efforts on the part of a long line of parents are not in vain and our children and future children have the opportunity to develop at their own rate. Montessori education gives children a sense of themselves, their own worth and independence, thus setting the basis for life.*

*So in 2005, we pay tribute to all those over the 25 years who have contributed in so many ways to make this Pre-School unique in terms of Montessori schools in Australia. It is one of only a few, west of the Blue Mountains and under control of its parent body, offering Montessori education on the sessional basis with affordable fees to the community. There are so many reasons to be proud of this school – its achievements are the work of so many people over a long period of time – it is truly a community school.”*

A primary role of any Governance body is to ensure that a clear vision and strategy is presented for their organisation. It has been our privilege, with our Director, the staff and the parents of Yass Montessori Pre-School, to create and articulate this for the Pre-School over the next five years. Our thanks to everyone who has taken part in the creation of this document, and we look forward to implementing the vision presented here in the Yass Montessori Pre-School Strategic Plan, 2015-2020.

Stephanie Harding / Claire Bremner

President, on behalf of the Yass Montessori Pre-School Parent Committee

March 2015

## Creating our Strategic Plan, 2015-2020

You are reading a document which has been prepared over ten months to ensure that it captures the needs and ambitions of this unique Pre-School in the Yass Valley. Whether you are a parent, a staff member, one of our alumni or perhaps somebody considering Yass Montessori Pre-School for their child's early-learning, we hope you will see in this Strategic Plan a focus for our future direction that is consistent with the values and strengths that have seen the organisation achieve all that it has so far.

There were many opportunities and challenges raised during the course of the strategic planning, such as:

- 🐱 Our ability to provide a **hybrid** pre-school service that uses Montessori-methods to fully reach their potential academically, socially and individually, within the Early Years Learning Framework (EYLF);
- 🐱 Our determination to manage school fees, combined with our government **funding**, so that we are accessible to the broadest number of children to benefit from a Montessori-based education in Yass; and
- 🐱 The need to engage with our community to encourage the growth and understanding of Montessori in the boarder community. The **population growth** in the Yass Valley presents us with various opportunities for strengthening the Pre-School's presence and role in the community.

## Pillars: people, place, governance

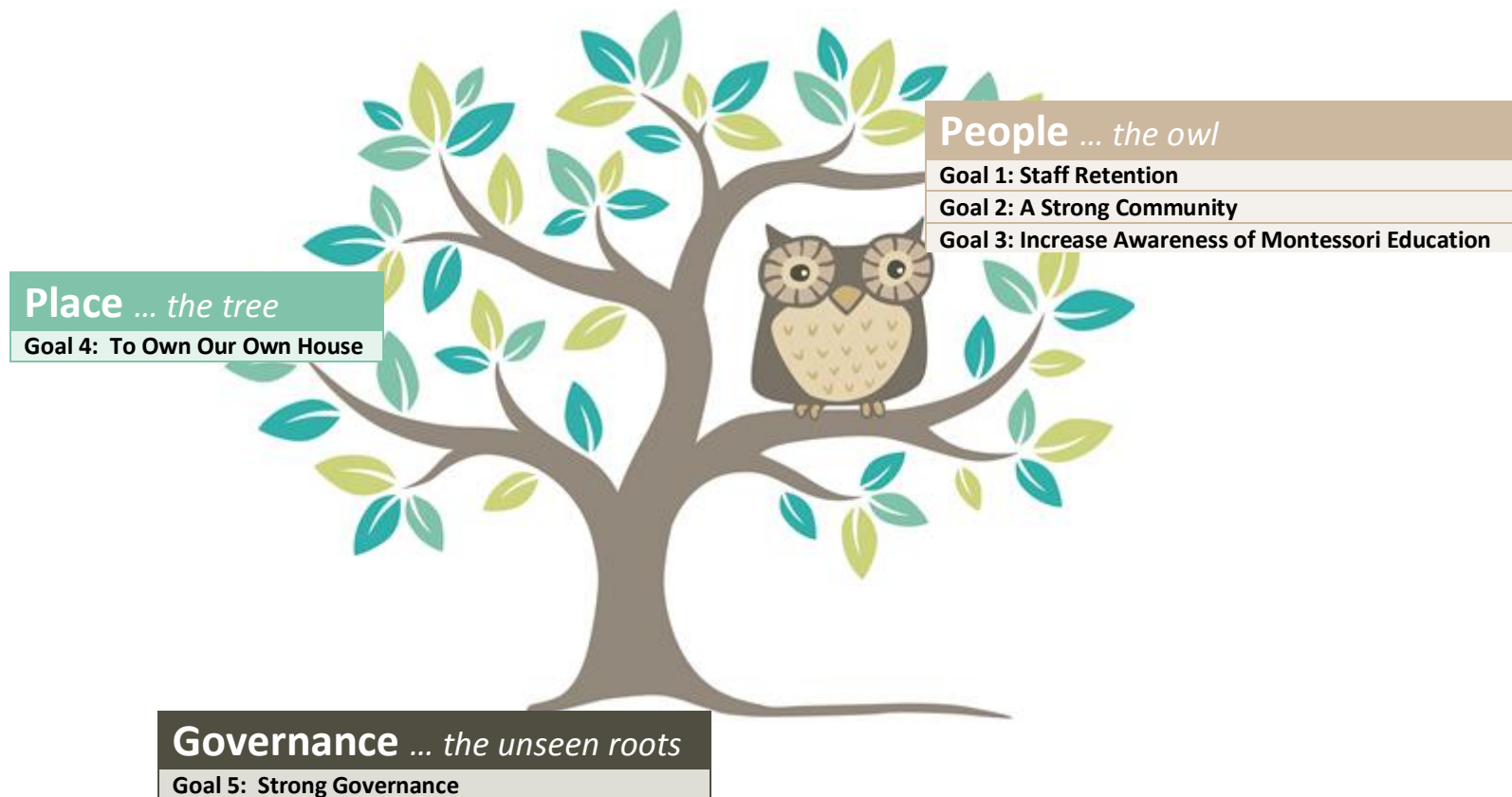
The Yass Montessori logo can be used to represent the pillars underlying the strategic objectives of the Organisation.

The Owl represents **People** (children, families, Staff, Community)

The Tree represents **Place** (Our Home, equipment)

The unseen roots of the tree represent the underlying **Governance** (Committee, funding models, training)

Good governance will sustain the organisation, creating a healthy environment for the children – ‘our little “owls”’ to learn, grow, spread their wings and leave the Montessori nest, wise and resilient for the future opportunities and challenges that lie before them.







## People

### Goal 1: Staff Retention

*Retaining quality staff is the key to providing a successful pre-school service*

Action	Resources	Timing	Metric
1.1 Develop a means of recognising the service of staff	Staff retention: Montessori Training sourced, Director and Committee	2015	Staff remain at the Pre-School long term, Staff feel supported to pursue training off the job. Staff participate in and access Montessori Training.
	Staff participating in work related study are paid study hours Staff bonus receive a pro-rata bonus at the end of the year Staff Christmas Party is subsidised by Committee each year Staff paid 3% incentive above the award-Committee	Annually	Staff who are undertaking work related study are paid two hours study time a week.
	Staff Reviews – Director, Committee	6 monthly	Director conducts Staff Reviews, which feeds into Professional Development.
1.2 Develop a staff succession plan, including casual staff register	Source training to develop staff for internal promotion, –Director, Committee	Ongoing	Staff are trained and take on higher duty roles appropriate to the level of training completed.
	Recruitment of casual staff, develop a casual staff register – Committee, Director	Advertise Term 2 2015 in local paper	Casual staff register set up with annual update and review date set
1.3 Ensure staff are adequately trained in Montessori methods	Pre-School receives updates for training opportunities for Montessori and non-Montessori training – Director	Ongoing	Ensure all staff have a certain amount of hours training on Montessori methods annually
	Director to investigate training opportunities and present to staff		

1.4 Committee & staff to determine appropriate representation at staff meetings	A committee member to attend the staff meeting once a month.	Once a month	Committee representative attends the staff meeting once a month.
<b>Goal 2: A Strong Community</b> <ul style="list-style-type: none"> <li> Strengthen the sense of internal community, ie Montessori families &amp; staff</li> <li> A community within a community</li> <li> Strengthening/maintaining relationship between Montessori &amp; the Yass Community (delivery of community service) eg Horton House, TWF children's theatre, walking to the Library</li> <li> Build pride in the history</li> </ul>			
<b>Action</b>	<b>Resources</b>	<b>Timing</b>	<b>Metric</b>
2.1 Increasing Yass Montessori's involvement in community events and activities	The Pre-School respond to invitations to attend to community events. The Pre-School supports community events by participation and hosting events such as the 'School Readiness' Information Evening.	Ongoing	The Pre-School is actively involved in the local Community and Community events.
2.2 Develop a publication to celebrate 40 years of Pre-schooling service to the Community, by capture service provided by community members to the Pre-School, including roll of students and committee members and staff	Committee and Staff to collaborate on a publication about the Pre-School Recognising 40 years of Montessori Education in Yass.	To be published in March 2020	Commemorative Book
	Committee and families to develop a cookbook to be published and released for sale in conjunction with a commemorative publication.	To be published in March 2020?	Cookbook ready for sale at time of the release of the Commemorative Book
	Open House celebration 2020, Reunion. Committee and staff		An Open house reunion to celebrate 40 years of Montessori Education
2.3 To extend to a two unit Pre-School if enrolments indicate the viability of this	A building that would allow for extension of class enrolment numbers from 30 a day to 40 per day.	2025 Viability surveys to be conducted and	Director, Administrator and Committee and source possible community partner.

		compared to demographics	
2.4 Purposed room within the Pre-School building that is for the use of MyDirection, an Early Intervention Service which services the Yass area.	<p>A purposed room where MyDirection staff are able to leave equipment set up.</p> <p>Basic office materials for eg: desk, chair, computer and filing cabinet to maintain records for Yass clients.</p>	2010	Director, Administrator, Committee, sourced partner and MyDirections.
2.5 Parent / interview room to be utilised by visiting community service professionals for example, STePS, mobile hearing tests.	<p>A purposed room that is separate to the office where parents can meet with Director or Educators in private.</p> <p>The above room can also be used by STePS and mobile hearing test without being interrupted by other children.</p>	2010	Director, Administrator, Committee
2.6 To introduce a Montessori Playgroup for young families.	Space provided for the conduct of a playgroup.	2025	Director, Administrator, Committee and community



<b>Goal 3: Increase Awareness of Montessori Education</b>			
<b>Action</b>	<b>Resources</b>	<b>Timing</b>	<b>Metric</b>
3.1 Education events tailored to parents, one event for term	Survey conducted of what families would prefer to have implemented as family events, Director and Staff	To begin in February 2015	2015 <b>Term 1:</b> Family Welcome Picnic held in Coronation Park <b>Term 2:</b> School Readiness Evening and Parent/Staff The Montessori Program <b>Term 3:</b> Parent Social Event <b>Term 4:</b> Christmas Party  2016 2017 2018 2019 2020
3.2 Develop strategies to increase awareness of Montessori Education to the Yass Valley Community	Open House event on a Saturday Morning – joint fundraising event Sausage Sizzle offered	Term 2, 2015	Open House event Term 2 2015
	Information packs provided to prospective families		Information packs provided at time of enquiry for enrolment and promotional events.
	Pre-School involvement in community events and services. Children performances, Library visits, Linton House visits.	2015	Excursions and Incursions

## Place

### Goal 4: To Own Our Own House

*Owning our own premises will support staff retention and provide financial security*

*A larger premise will increase the number of children (sustainable growth, within the capacity of our premises),*

*∴ need another staff member with tertiary qualifications,*

*∴ opportunity to restructure with Assistant Director,*

*∴ opportunity for succession,*

*∴ increase stability/continuity in Director's role*

Action	Resources	Timing	Metric
4.1 Establish a Building Committee to buy "The Children's House". The Committee is to develop a Business Case.	Committee and external members who can provide excellent required consulting skills	May 2015	Building committee established.

## Governance

### Goal 5: Strong Governance

Action	Resources	Timing	Metric
5.1 Develop funding forecast reflecting variable funding models	Committee with Treasurer	July 2015	Funding model completed
5.2 Develop a list of dates that each policy needs to be reviewed.	Director and Administrator review and update policies	Ongoing, included into Committee agendas	Director and Administrator review and update policies annually or when a change to legislation and law has been
5.3 Document Committee roles & procedures to ensure continuity between each Committee and provide certainty for new Committee members.	Committee to develop a list of roles and procedures with the assistance of the Director and Administrator	May 2015	A document outlining the roles and responsibilities of each committee representative on the executive is handed on to the incoming committee members.
5.4 Update Constitution, using NSW Fair Trade "model"	Committee, Director and Administrator to collaborate on an update of the 'Constitution' using the NSW Fair Trade Relevant to the Pre-Schools situation	2015 <b>ASAP</b>	Constitution update and implemented June 2015
5.5 Update QIP as needed	Director, Committee, Staff, Families Review QIP regularly to maintain currency	Monthly and Ongoing	QIP is reviewed and added to by all stakeholders on a regular basis (discussed in monthly Committee meetings)
5.6 Identify need for governance training for Committee members	Committee, Director, source governance training for incoming committees. Invite other committee members in Yass to attend to share the cost of training	Ongoing 2015	Committee Governance training is provided for all incoming Committee members at Yass Montessori Pre-School.

## Beyond 2020

Ultimately we would like: