



# **Strategic Plan 2017/2018 – 2019/2020**

**September 2017**

## Purpose and Aim

YPW Spanish Immersion School aims to provide a warm, caring environment in which the children have the opportunity to develop emotionally, socially, intellectually and spiritually. Our overall objective is that children reach their full potential by fostering self-esteem and independence through a non-violent free play program.

## Philosophy

The child “educaring” philosophy at YPW Spanish Immersion School supports a “whole-child” concept of development by meeting his/her emotional, social, intellectual, physical and emerging cultural needs. Our child development program is based on the assumption that a child’s growth is a sequential process and that children pass through predictable stages of development in all areas and within age ranges.

A fundamental belief at YPW is that the children have the right to be cared for in a safe, healthy, nurturing, fun, and respectful environment by adults who are well trained in child development principles and that the children learn best through play and playful interactions within this kind of environment. Since a positive parent-teacher partnership is ideal for a successful and harmonious child-rearing/child-caring experience, we strive to promote and demonstrate respectful interactions in the teacher-parent, teacher-child, child-child, and teacher-teacher relationships. This helps to establish an atmosphere of acceptance and well-being for all who participate in the YPW Spanish Immersion School program. A team teaching approach is practiced in each age group’s educare room. Together the professional staff plans overall program goals and objectives and curriculum units intended to meet the children’s individual development needs, as well as the needs of the group. Some characteristics we believe to be important for teachers to help children acquire within a group setting are:

- \* Self-esteem; a sense of identity, self-respect, and confidence.
- \* Competence in body and mind; a sense of mastery.
- \* Problem solving and conflict resolution ability; a sense of reasoning and responsibility.
- \* Personal and interpersonal strengths; ability to communicate with and be sensitive to others, to get along with others.
- \* Appreciation of diversity; a sense of understanding and respect for difference.
- \* Creativity and innovation; a sense of confidence and growth, a desire to learn.
- \* Openness; a sense of trust and honesty.
- \* Awareness of change; a sense of inner strength, self-control, and coping skills.
- \* Recognition of emotions; ability to understand and express feelings in appropriate ways.

## Our Values

- Providing our students, a developmentally appropriate, nurturing, stimulating, and safe environment both emotionally, socially, intellectually, and physically
- Encouraging parent/teacher partnerships through two-way communication and mutual support
- Promoting a strong sense of community
- Sustaining a supportive workplace that respects individual teaching styles, fosters creativity, and encourages teacher loyalty and professional growth
- Being receptive to the needs of parents

## Strategic vision for the next 3 years

As a community, we aspire to the following future vision. By 2021:

- We continue to be recognized as a provider of high quality services for children and families, and the educational context of these services is acknowledged.
- YPW Spanish Immersion School is an extension of the family and we all work together, as one community, for the benefit of children, parents and families, staff and the broader community.
- Our services are inclusive, culturally competent, flexible and responsive to different needs.
- We attract qualified and quality staff and teachers and invest in their training, job satisfaction and retention. Enthusiastic, dedicated teachers see YPW as an employer of choice and seek to be a part of our School.
- We are particularly known for our innovative and flexible practice, integrated service provision, meaningful partnerships with parents and evidence-based practice.
- Our advice and services are sought by parents, colleagues and other services. Our influence extends beyond our own services to promote high quality across the sector.
- Our business is solid, viable and growing. We have an operating profit and capital reserves, and a reinvestment plan.
- Community is at the heart of our decision-making process, and we strive for better outcomes for children and families.
- A childcare facility that caters to public servants, but more importantly we see ourselves as an integral part of the Austin community.

*We are particularly proud of:*

- Our low staff to child ratios
- Parents and staff work together in partnership.
- Our recently designed staff break room and newly designed STEM center enhancing our school environment
- Our indoor environment that reflects our family-oriented philosophy
- Our cultural diversity – celebrating multi-cultural learning
- Using our local community as an extension of our School, with regular excursions and visits.

At the heart of everything we do is the importance of warm nurturing care for our children. We want our children to be happy, confident, and supportive of one another.

## Strategic objectives over the next three years

### *Guiding principles*

Our approach to management over the next three years will be guided by the following principles.

### **Staffing:**

- Continuing to promote staff development, through formal and informal opportunities.
- Continuing to provide an environment which attracts high quality staff, whether through pay or work conditions and opportunities.

### **Regulatory environment, policies and planning:**

- Continuing to meet regulatory requirements.
- Ensuring policy coverage is adequate and that policies are up-to-date.
- Ensuring that appropriate planning processes are followed, for example through the development of strategic and management plans.

### **Physical environment and resources:**

- Ensuring the physical environment and resources meet children's learning requirements.
- Meeting all regulatory and legal requirements.
- Providing a pleasant, safe and warm environment.

## Curriculum:

- Working to provide for and support an emergent curriculum whereby children set the programme for and pace of learning.
- Working to create an environment where children and their families feel a sense of belonging.
- Keeping the curriculum policy up-to-date.
- Ensuring that the curriculum is appropriate for all ages of children.

## Financial:

- Funding the programme of capital work and ongoing maintenance of the school.
- Ensuring that fee increases are considered in line with Government policies and needs of the school.

## Goals and objectives for the next three years

### *Goal 1: Staffing*

We value high quality trained teachers, and we actively support the ongoing professional development of all our staff. The staff are the guardians of the School's philosophy and it is their influence that drives the quality across the School. We expect to develop an environment that attracts qualified and quality staff and teachers who will share their enthusiasm with the children and the wider community.

Staffing	
Goals enduring over 3 years	<ul style="list-style-type: none"><li>• Continue undertaking regular performance assessments and refine performance management systems.</li><li>• Identify key themes to concentrate on annually and work towards achievement of these goals as a team.</li><li>• Ensure that school wide professional development continues to support a productive and competent team.</li><li>• Continue developing training/development goals through individual staff performance agreements.</li><li>• Continue to provide an attractive working environment through competitive pay and good working conditions, including supporting study/registration consistent with the study policy.</li><li>• Continue to provide staff opportunities to contribute to the curriculum -</li></ul>

	<p>for example through teacher only days.</p> <ul style="list-style-type: none"> <li>• Regularly meet with parents - for example through parent social evenings.</li> <li>• Keep up-to-date with state requirements regarding teacher ratios, requirements for teacher registration and revised early childhood school regulations.</li> </ul>
Objectives Year 1	<ul style="list-style-type: none"> <li>• Fill vacant Teacher position with a trained early childhood teacher(s)</li> <li>• Develop Performance Appraisal Framework</li> <li>• Align Job Descriptions with the Performance Appraisal Framework</li> <li>• Align the school staff reporting structure</li> </ul>
Objectives Year 2	<ul style="list-style-type: none"> <li>• Review Performance Appraisal Framework.</li> <li>• Develop staff training plan (individual and team training) that ensures continued delivery of a quality learning programme for children.</li> </ul>
Objectives Year 3	<ul style="list-style-type: none"> <li>• Develop staff training plan (individual and team training) that ensures continued delivery of a quality learning programme for children.</li> </ul>

### *Goal 2: Regulatory environment and policies*

We expect that parents will be well informed and participate in all aspects of the school's operation. YPW Spanish Immersion School endeavors to have clear and comprehensive policy and guidelines in place to provide a framework for parent participation and consultation. We regularly consult with parents on policy development and encourage all parents to participate in all aspects of the school's operation. We develop a management plan covering all aspects of the school. Through this management plan we outline our objectives for the School along with timelines and progress achieved. Our annual plan outlines the action to be taken for each objective, together with delegated personnel, timeframes, budget allocation and expected outcomes.

Regulatory environment and policies	
Goals enduring over 3 years	<ul style="list-style-type: none"> <li>• Comply with regulatory requirements.</li> <li>• Policies are kept up-to-date and parents are aware of the policies.</li> <li>• Ensure strategic (including 3-year outlook) and is kept up-to-date.</li> </ul>
Objectives Year 1	<ul style="list-style-type: none"> <li>• Review all policies, approve any amendments</li> <li>• Establish sub-committees (HR, Finance, Physical Environment).</li> </ul>

	<ul style="list-style-type: none"> <li>• Review the Health and Safety plan.</li> <li>• Keep up-to-date with State requirements regarding teacher ratios, requirements for teacher registration and revised early childhood school regulations.</li> </ul>
Objectives Year 2	<ul style="list-style-type: none"> <li>• Review all policies, approve any amendments</li> <li>• Establish sub-committees (HR, Finance, Physical Environment).</li> <li>• Review the Health and Safety plan.</li> <li>• Keep up-to-date with State requirements regarding teacher ratios, requirements for teacher registration and revised early childhood school regulations.</li> </ul>
Objectives Year 3	<ul style="list-style-type: none"> <li>• Review all policies, approve any amendments</li> <li>• Establish sub-committees (HR, Finance, Physical Environment).</li> <li>• Review the Health and Safety plan.</li> <li>• Keep up-to-date with State requirements regarding teacher ratios, requirements for teacher registration and revised early childhood school regulations.</li> </ul>

### *Goal 3: Physical Environment and Resources*

The outdoor area of the School was enhanced in 2016/17 with the opening of the pre-k outdoor play area. The school was also enhanced with the opening of the school library and STEM center. This gave dedicated outdoor space to the fours and older for the first time. And, also a dedicated space to participate in STEM workshops for the three and older and a dedicated library space for the two and older. These two enhancements have proved to be very popular with the children and parents. We have plans to further renovate the indoor area of the School. The main focus is to provide indoor/outdoor better student, staff and admin facilities. Renovations will ensure the physical environment and resources meet children's learning requirements as well as meeting all regulatory and legal requirements and provide a pleasant, safe and warm environment. Finance for building works remains our major constraint.

Goals enduring over 3 years	<ul style="list-style-type: none"> <li>• Enhancing the physical environment through upgrading the indoor and outdoor environment</li> <li>• Providing children with a wide range of educational resources.</li> <li>• Providing an environment which attracts high quality staff and provide quality appropriate space for the teachers at the school.</li> </ul>
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Objectives Year 1	<ul style="list-style-type: none"> <li>• Upgrade the School heating and insulation.</li> <li>• Sunshade for preschool playground.</li> <li>• Fencing replacement and enhancement.</li> </ul>
Objectives Year 2	<ul style="list-style-type: none"> <li>• Plan to enhance outdoor open play area</li> <li>• Plan to enhance the staff and admin facilities.</li> </ul>
Objectives Year 3	<ul style="list-style-type: none"> <li>• Enhance the staff and admin facilities.</li> </ul>

### ***Goal 4: Curriculum***

We have a curriculum based on the Creative Curriculum. TWithin this framework we have developed a learning programme for the children where they are able to set the pace of their learning. The curriculum responds to children's learning and the wider context of the child's world.

<b>Curriculum</b>	
Goals enduring over 3 years	<ul style="list-style-type: none"> <li>• Work to provide for and support an emergent curriculum whereby children set the programme for and pace of learning.</li> <li>• Work to create an environment where children and their families feel a sense of belonging.</li> <li>• Keep curriculum policy up-to-date.</li> <li>• Ensure that the curriculum is developmentally appropriate, considering the different age groups of children who attend the school.</li> </ul>
Objectives Year 1	<ul style="list-style-type: none"> <li>• To research and develop a philosophical approach for infants and toddlers</li> <li>• To research and develop a philosophical approach for preschoolers</li> <li>• To develop school practice and work towards art skill and understanding the values and mind development and appreciation of true art practices.</li> </ul>
Objectives Year 2	<ul style="list-style-type: none"> <li>• To review and research Bicultural practices at YPW and develop an approach that is reflective of our various cultures</li> <li>• To review and research Inclusive practices at YPW and develop an approach that recognizes, children with higher needs, ethnic cultures, age, physical development, deaf and autistic.</li> </ul>
Objectives Year 3	<ul style="list-style-type: none"> <li>• To ensure the curriculum is current with current theory and developing an approach that embraces 21st Century thinking.</li> </ul>



### *Goal 5: Financial*

We have established a Finance sub-committee to review the annual budgets and to be able to present mid to long-term financial forecasts to ensure that YPW Spanish Immersion School can meet its strategic financial goals.

<b>Financial</b>	
Goals enduring over 3 years	<ul style="list-style-type: none"><li>• Generate sufficient income to cover operating costs and the capital programme of work; and operate the school in a cost efficient manner while delivering the highest quality of care. Monthly and YTD accounts to be circulated to Committee with commentary and discussed at Committee meetings.</li><li>• Agree sustainable fee increases that recognize the need for continuous improvement in the physical environment and teaching resources.</li></ul>
Objectives Year 1	<ul style="list-style-type: none"><li>• Develop an annual budget</li><li>• Manage capital expenditure for building works.</li><li>• Agree fee increases for 2019/20</li><li>• Apply for relevant grants, develop appropriate fund-raising strategies to boost capital works budget</li><li>• Add contributions to the capital works fund as a line item to the School budget</li></ul>
Objectives Year 2	<ul style="list-style-type: none"><li>• Develop an annual budget</li><li>• Agree fee increases for 2019/20</li><li>• Manage capital expenditure for building works.</li><li>• Apply for relevant grants, develop appropriate fund-raising strategies to boost capital works budget</li></ul>
Objectives Year 3	<ul style="list-style-type: none"><li>• Develop an annual budget</li><li>• Manage capital expenditure for building works.</li><li>• Apply for relevant grants, develop appropriate fund-raising strategies to boost capital works budget</li></ul>