

Strategic Plan 2019 – 2024



Introduction

In 1919, the first Waldorf School was founded, with the help and advice of Dr Rudolf Steiner, by the director of the Waldorf–Astoria factory in Stuttgart, Germany, who wanted a new kind of education for the children of his factory workers. Today, over 1100 Waldorf schools and over 1800 Waldorf kindergartens exist worldwide in over 65 countries.

Elmfield Rudolf Steiner school was first established in 1935 in Selly Oak, Birmingham with the help of the teacher Eileen Hutchins at the request of Michael Wilson and Fried Geuter of Sunfield Homes in Clent near Stourbridge. After the 2nd World War the school relocated to our current site in Love Lane in 1946. Since then Elmfield has grown and developed in many ways as we continue our commitment to an education that deeply engages the richness of Waldorf education.

This Strategic Plan sets out our vision and objectives for Elmfield over the five years 2019 – 2024. It builds on the strong foundations of our past and serves to strengthen our school to ensure the education we provide remains rooted in the Waldorf ethos whilst being equally contemporary and relevant to our modern school community.

Stourbridge, April 2019

Rainer Klocke (Chair of Council and Safeguarding)
Ruth Beachim (Clerk)
Sue Dawson (Health & Safety / Estates)
Sue Dutton (Special Educational Needs / Learning Support)
Julian Gilde (Education and Boarding)
Gertraud Soukup
Kelly Underwood (Data Protection / PTFA link)
Ursula Werner (Early Years Education)
Craig Willmott (Finance)

Ex-officio members: Diana Ball (Education Lead)
 Elaine Sheppard (Chair of College of Teachers)
 Lesley Taberer (Bursar)

with support from previous council members: Gaynor Gallagher, Sharon Rose, Jenni Thorne; and, last but not least, the College of Teachers, which shaped the values.

Our mission

“Our highest endeavour must be to develop free human beings who are able of themselves to impart purpose and direction to their lives. *The need for imagination, a sense of truth and a feeling of responsibility - these three forces are the very nerve of education*” (Marie Steiner)

Our task at Elmfield is to help the children **realise their own potential**. Together we endeavour to **provide education rooted in Rudolf Steiner’s view of child development**, thus preparing the children for their individual paths in life.



Our vision

- To provide an education based on an anthroposophical understanding of the development of the growing child.
- To ensure the curriculum is relevant through active research and in conjunction with the international Waldorf School movement.
- To provide our pupils with the qualifications that they need to access further education or employment opportunities.
- To strive to make this education accessible to children from a wide range of backgrounds.



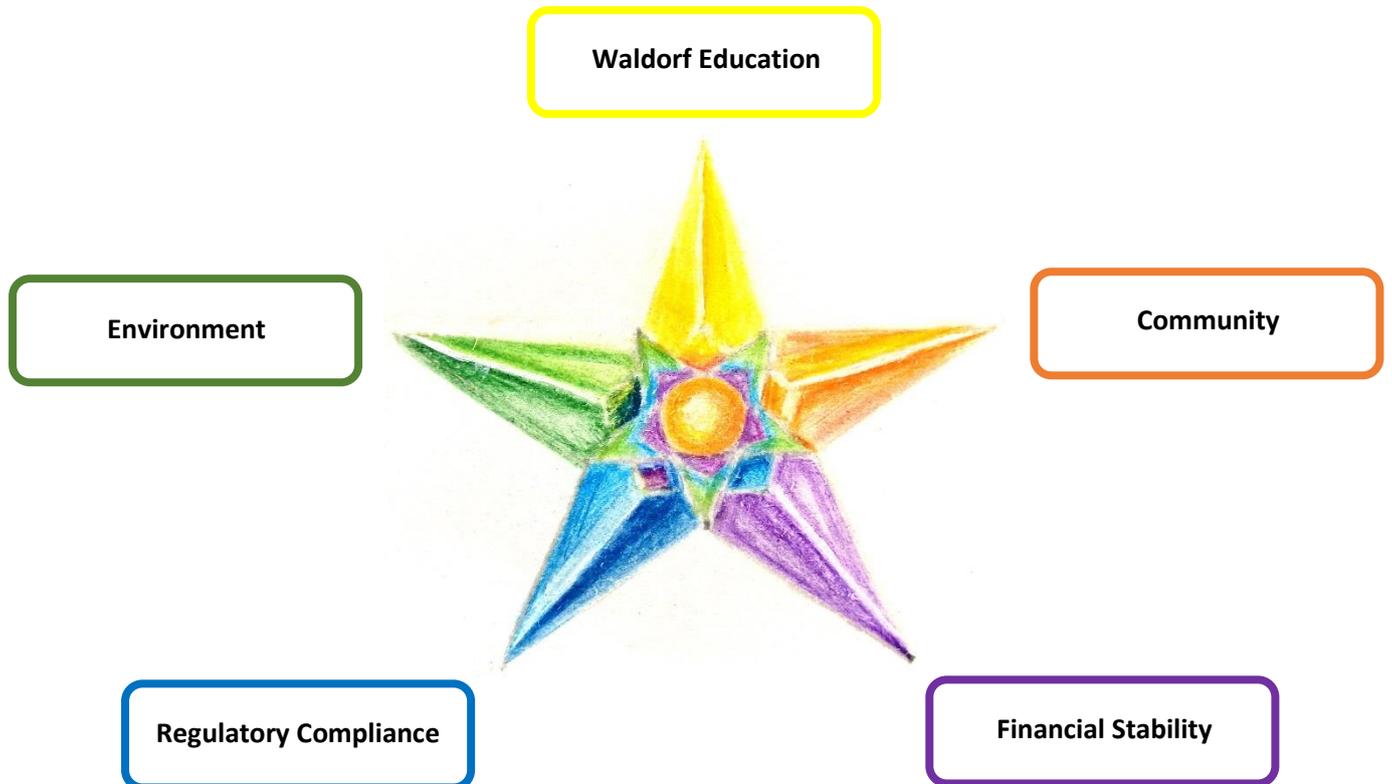
Our values

- **Responsibility.** Taking individual responsibility to do our best whilst committing fully to shared tasks.
- **Compassion.** Encouraging hope and seeking to help those who need support and encouragement.
- **Co-operation.** Acting with openness, transparency and flexibility. Listening to new ideas and embracing positive change.
- **Creativity.** Engaging our imagination, inspiration and intuition.
- **Health.** Considering our physical, mental and spiritual wellbeing and that of everyone around us.



Our Strategic Priorities

In producing this plan, we (our Council) identified five themes of focus in which we need to invest our attention in order to achieve our mission and vision.



Waldorf Education

Environment

Community

Regulatory Compliance

Financial Stability

Waldorf Education

The primary aim of Waldorf Education is to help children become free human beings who are able of themselves to impart purpose and direction to their lives. It seeks to enable children to realise their own potential and become resilient young people with a broad range of academic, practical and interpersonal skills and with a knowledge and strong sense of social and personal responsibility.

Our objectives

- To continually review our curriculum to identify areas that could benefit from development and to ensure that our education is reflective of the modern life that our pupils experience.
- All staff will undertake Continuous Professional Development so that the focus and purpose of Waldorf Education is well maintained within the school.
- We will strive to create a good balance between teaching and non-teaching activities.
- We will nurture an awareness of yearly rhythms in the pupils by celebrating seasonal and end of term festivals to foster a sense of place and time as well as a deep emotional connection to our school and its wider community.

Our success measures

- We will do well in inspections and our school will be recognised for the depth and diversity of our education and teaching.
- Our pupils GCSE results will be above the national average.
- Feedback from parents, alumni and local colleges will be positive.
- Teaching and associated vacancies will be filled with people who understand and are committed to Waldorf Education.
- Our employees will be motivated and confident in their roles.



Environment

We create a beautiful learning environment that will support and facilitate the delivery of Waldorf Education. We will maintain our buildings and grounds to inspire respect and love of the things around us.

“The useful may be trusted to further itself, for many produce it and no-one can do without it; but the beautiful must be encouraged, for few can present it, yet all have need of it”

Johan Wolfgang Von Goethe

Our objectives

- On entering our grounds and buildings people will see and feel that Elmfield is a beautiful place to learn that supports the needs of the developing child.
- We will encourage and create opportunities for the whole school community to help care for and maintain our grounds and buildings.
- We will encourage and care for nature and wildlife in our grounds.
- We will ensure that all cleaning and maintenance is carried out in ways that protect the health and wellbeing of people and the environment.
- We will use space and other resources effectively to meet the needs of pupils and staff.
- We will invest wisely in our furniture, equipment and teaching spaces and make use of offsite facilities when appropriate.

Our success measures

- The school environment will look and feel beautiful and our pupils, parents and staff will confirm that.
- The flow of pupils from early years through to upper school will be supported by the best use of available space.
- We will have the space and resources to carry out our curriculum.



Financial Sustainability

To ensure that Elmfield has effective controls in place in order to demonstrate good financial health and performance whilst ensuring effective management of resources.

Our objectives

- We will base our business decisions upon a well-informed and carefully planned budget to ensure the income we generate is invested wisely.
- We will strive to ensure our income is sufficient to fulfil the educational and charitable objectives of the school.
- We will have effective financial controls that are transparent and accountable to our governing bodies.

Our success measures

- There will be a financial plan and the trustees will manage to this plan.
- There will be clear and timely monitoring of budgets and reporting of income and expenditure.
- Elmfield will deliver annual financial performance which continues to show year on year improvement whilst delivering pre-agreed operational programs.



Community

Our Community is a valuable and indispensable asset. It comprises of a large and diverse group of parents, associations and institutions who are the stakeholders of the school with an interest in ensuring Elmfield flourishes in the future. Some of them can be seen actively present almost every day, others are always ready to come forward to help when needed. Keeping our community well engaged and focused upon Elmfield is critical to our future.

Our objectives

- To know who our stakeholders are and understand their connection to school so that we can engage their ideas and input within the school.
- To create active relationships between the school and its stakeholders.
- To provide resources, space and opportunities to our wider stakeholders and local community.

Our success measures

- We will have a stakeholder map
- Our stakeholders will find it easy to engage with us
- We will have active stakeholder participation in all aspects of school life.
- Community members and groups attending events and making use of the space and resources Elmfield can offer.



Regulatory Compliance

At Elmfield we take a positive approach to the regulatory frameworks in which the school operates, recognising the importance of compliance and seeking to become an active participant in shaping the national regulatory environment of the future.

Our objectives

- To have effective leadership and management in the school.
- To ensure that everyone knows what the regulations are and how to comply with them.
- To utilise effective processes that hold people to account

Our success measures

- We are fully compliant with all applicable regulations.
- We can evidence how we comply.
- Our views concerning educational regulation are heard within the national debate.



Making our plan reality

This plan sets out our strategic aims and priorities for 2019 -2024. During this time it will be used to drive and inform decisions and provide focus to our governing bodies, operational plans and polices.

Diagram of our Governance Structure



List of key documents supporting this Plan and their owners:

| Document title | Executive owner | Administrator |
|-------------------------------|-----------------------------------|---|
| Council Work Plan | Chair of Council of Management | Clerk of Council of Management |
| School Development Plan | Trustees of Council of Management | Three Pillars of Operational Management |
| Financial Plan | Trustee for Finance | Bursar |
| Building Investment Programme | Trustee for Estates | Bursar |