

**THE MONTESSORI SCHOOL KINGSLEY, INC
2022 ANNUAL GENERAL MEETING
Held on Wednesday 22nd June 2022 at 7:30pm
At the School**

Table of Contents

CONFIRMATION OF MINUTES OF 2021 AGM	2
ANNUAL REPORT 2021	2
2021 PRINCIPAL'S REPORT	8
BOARD REPORT	9
BOARD SUB-COMMITTEE REPORTS	12
TREASURER'S REPORT	19
APPOINTMENT OF AUDITOR	22
APPOINTMENT OF TREASURER	22
BOARD ELECTIONS	22
GENERAL BUSINESS	22

ATTENDEES:

D Reuben (Principal)	A Chew (Chair)	H Zhang (Treasurer)	R McBennett
R Tay	B Wahl	J Jackson	F Mamicara
K Stillitano	V Molinos Brown	S Zahedi	Q Massie
K Tait	L Miller	K Tottle	C Royet
J Gravel	N Chambers	K Burns	C Bond
R Bradley	E Seeber	J McFarlane	T Nguyen
C Broomhall	A Saijooghian	A Grondein	J Carstens
M Caldwell	M Advani	T Tourabaly	
J Clark	C Foley		

APOLOGIES:

- Shani Do
- Audre Mare
- Sue Hoolohan

PROXIES:

5 proxy forms were received.

C Franke	J Ryan	O Royet
F Lin	A Thompson	

The Chair (A Chew) opened the meeting with the Acknowledgement of country and welcomed attendees.

A presentation supported the discussions of the AGM items.

CONFIRMATION OF MINUTES OF 2021 AGM

The 2021 AGM Minutes had been circulated to all members. As there were no alterations, the minutes of AGM held on Wednesday 23rd June 2021 were confirmed as correct.

Moved: Celine Royet, seconded: Tash Tourabaly – Passed.

ANNUAL REPORT 2021

Circulated to the members of the Association prior to the meeting.

Under the Australian Government Programmes for Schools Quadrennial Administrative Guidelines, all schools are required to make a commitment to ensure that School Performance Information is made publicly available within 6 months of the completion of the programme year.

This is the School's Annual Report for the 2021 school year and has been compiled with content provided by the Board, Administration Staff and Principal of The Montessori School Kingsley Inc.

SCHOOL PROFILE

The Montessori School is committed to providing a child-safe environment and promoting practices which provides for the safety, well-being and welfare of our children and young people at school and in the wider community. The Montessori School expects all school community members including staff, volunteers, students, visitors, and contractors to share this commitment.

The Montessori School is a not-for-profit school, which serves the diverse needs of children from 3 years to 18 years of age. We aim to create and sustain a nurturing, multi-cultural and classic Montessori environment where children are respected as self-directed individuals.

Through the Montessori and International Baccalaureate education, we guide our students to embrace challenges with confidence and become compassionate global citizens.

The Montessori School is an independent, non-denominational and co-educational school, offering Montessori education for children aged from 3 to 18 years. In the 2021 August Census, there were 195 students with:

- Three Pre-Primary groups - 3 to 6-year-old students
- Two Lower Primary groups - 6 to 9-year-old students
- One Upper Primary group - 9 to 12-year-old students
- One Lower Secondary group - 12 to 16-year-old students
- One Upper Secondary group - 17 and 18-year-old students, undertaking International Baccalaureate courses.

The Montessori National Curriculum has been approved by the School Curriculum and Standards Authority until December 2021.

The Montessori School's Alternative Method of Reporting has been approved by the School Curriculum and Standards Authority until December 2021.

The Montessori School is registered with the Montessori Australia foundation Quality Assurance Program.

The Montessori School is a member of the Association of Independent Schools of Western Australia (AISWA).

The Montessori School is registered by the Department of Education Services, and actively implements the school's Child-safe organisation framework: "Creating Child Safe Institutions".

STAFF INFORMATION

Staff Numbers		
Teaching Staff incl EA	Full time and Part time Positions	34
Principal	Full time Positions	1
Administration	Full time and Part time Positions	6

Staff Attendance
The average number of days absent per staff member over the year was 5 days. Long Service Leave taken by 3 staff.

Staff Retention	
Average years of service	5 years
Maximum years of service	23 years
Minimum years of service	0.25 years

Staff Qualification	
Our teaching staff are very well qualified and among them they have attained:	
PhD	1
Masters Degrees	3
Graduate Diplomas	6
Bachelors Degrees	19
Diplomas and Others	12
All teachers are academically well-qualified.	
All teaching aide staff are either Montessori qualified or participating in Montessori professional development.	
All teachers are registered with the Teacher Registration Board of Western Australia.	
All staff members hold a Working With Children card.	
All non-IB teaching staff are either Montessori qualified or participating in Montessori professional development.	

PROFESSIONAL DEVELOPMENT

The staff have undertaken various Professional Development courses in the areas of:

- Autism Spectrum disorder
- MSCA Maths Workshop
- In House - Staff Code of Conduct
- Cosmic Education
- Child Protection: Mandatory Reporting of Child Abuse Prevention
- Meeting in the Middle – Adolescent Program – Melbourne Montessori
- National Consistent Collection Data
- CES online training in Report generation
- Business Managers Network Meeting
- Capital Grant Application
- 6 – 12 Mathematics Workshop
- Mental Health First Aid
- Provide emergency first aid response in education and care setting
- CPR
- Fire Extinguishing Training
- MSCA (various online)
- Microsoft 365 Hybrid Learning
- School Marketing training series
- Covid 19 Mandatory Vaccines
- Montessori workshop – Grace and Courtesy
- Montessori workshop – Pre-Primary Mathematics
- Montessori workshop – Primary Geometry

STUDENT INFORMATION

Student attendance supplied for the Census in Term 3 2019 was 93.49%.

Management of Non-Attendance:

Student attendance is marked every morning and every afternoon by the teacher.

Parent/Carer must provide either a written or verbal explanation for the absence or lateness for a child. The explanation must clearly indicate the date and time of the absence or lateness as well as the reason for the absence or lateness.

Teachers record student attendance electronically. Any students who are absent are marked as unexplained; unexplained absences are followed up through the Office and parents of these students are contacted to verify their absence.

The school has a sign-in system for late and senior secondary students. A late note is handed over by the Office staff and sent with the student to the class and handed to the teacher. By following this procedure the teacher is aware that School's policy and protocol has been adhered to. Excess late arrivals and absences are discussed in a parent-teacher meeting. Continued absences are referred to the Principal.

In the event of a child being absent for extended periods of their schooling, parents are asked to please inform the School as early as possible. A meeting may be arranged between the Principal and the family to discuss minimum disruption to the child's education.

All attendance details are recorded in the Civica Education Suite Database.

The Montessori School's Attendance Policy is available on the school's website <https://www.themontessorischool.wa.edu.au/>

NAPLAN:

The Montessori School believes in the Montessori approach of supporting the full development of the child. The scientifically designed and self-correcting materials provide feedback on developmental progress to the child and teacher in the primary years. The Montessori education is based on student centered lessons and activities based on the teacher's observations and the individual needs of the child.

While The Montessori School complies with ACARA's assessment process and all our students, except those students withdrawn on parent request, sit the annual National Assessment Program – Literacy and Numeracy (NAPLAN). We conduct the tests in a very relaxed atmosphere to avoid causing unnecessary stress or concern to our children.

The IB and NAPLAN results vary from year to year as the children undertaking the assessment have varying abilities.

All NAPLAN results were as expected. These results are handed to the teachers and provided to the relevant parents.

These NAPLAN results may also be viewed at My School website at www.myschool.edu.au

IB Achievements:

The IB figures are provided to show results over the last five years IB – Year 12 results and post school destinations for 2021.

Due to our small numbers, we must take care not to provide information that may lead to a breach of privacy of a student's results. The IB achievements are therefore presented for a period of five years.

2017-2021	All students who graduated Y12 at TMS	All students who graduated plus those who left after Y11
Total Enrolments 2017-2021	16	22
Number of students enrolled in IB DP	13	14
Number of students awarded the IB DP	9	9
Number of students enrolled in IB Course (Certificate)	3	7
Number of students awarded the IB Course (Certificate)	7	7
Number of students leaving after Y11		6
Post School Destinations Total Enrolment		
Direct University Entry	7	8
University Entry via Bridging Course	3	3

TAFE or equivalent Tertiary Institution	2	5
Work training/Apprenticeship	3	5
Gap Year	1	1

INCOME 2021 (as per audited accounts December 2021)

Income for the Year 01/01/2021 to 31/12/2021	
Grant (operating)	
Comm. Govt. Non-Government Schools recurrent grant	1,446,254
Dept Ed Services WA –per capita recurrent grant	423,466
Other Commonwealth Grants	23,794
Other State Grants	11,572
Total Grant (Operating)	1,905,086
Fees, Charges and Donations	
Application Fees	5,987
Bdg Fund/Capital Contributions	45,542
Enrolment Fees	46,467
Fundraising	31,857
Gross Fees	1,503,941
Maintenance Levy	25,551
PayWay Visa Surcharge	2,534
Subsidies	-4,184
Total Fees and Charges	1,657,695
Donations	11,711
Total Income	3,574,492
Other Income	663
Interest earned	111

2021 PRINCIPAL'S REPORT

The following report has been prepared and presented by the Principal, D Reuben.

As Western Australia continued to slink under the COVID radar, our school continued to thrive during 2021, and this was evident in a number of areas:

- Consistent enrolment numbers
- High rates of student retention
- Improvements to the physical environment
- Unabated and growing interest in Montessori education
- Expansion and improvement of programs
- Leadership development
- A thriving school community

The growth of our school during 2021, along with substantial retention led to introduction of a third lower primary classroom, which continues to thrive. Adjustments to the upper primary and pre-primary spaces were also necessary to accommodate students. The long awaited and much anticipated upgrade to the 'undercroft' was completed in time for the academic year. This development provided a dedicated space for the adolescent program. The space includes a kitchen, courtyards, additional toilets, two break out spaces, and one multiple-purpose area.

Several other upgrades were undertaken to enhance the building and grounds. This included a long-desired roll out of air-conditioning for all the classrooms – helping to create a more comfortable environment in which to learn. In conjunction with the City of Joondalup, the School contributed to the upgrade of the car parking in Montessori Place. The staff carpark was also extended to ease congestion. The Out of School Hour Care (OSHC) program provided by Camp Australia was relocated to the revamped 'Studio'.

In addition, with an anticipated increase in numbers for the senior-secondary, the Capital Planning Sub-Committee, headed up by Warren Miller, along with the Finance Sub-Committee, headed up by Hannah Zhang, dedicated much time to planning a new International Baccalaureate Building, along with securing the finance and government grant for the proposed build.

Within the existing learning program, a revamped approach to both the Creative Expressions and Physical Expressions was successfully implemented. These initiatives required the engagement of dedicated specialist teachers who drove impressive student engagement. Furthermore, the running of these programs allowed time for classroom staff to be involved in planning and preparation for their lessons and classroom.

Aiding the overall student experience, the 'club' concept also took hold. Before and after school experiences included the popular chess club, netball club, art club, and running club as being some of the further opportunities available for interested families.

Leadership development and succession planning is an important aspect of any school. As such, during 2021 staff were again provided an opportunity to put forward for ideas for leadership projects. From this initiative came a review of our school's revamped academic reporting. We were delighted to have appointed our first Program Coordinator, Kate Tottle. Towards the latter stages of the year a second Program Coordinator, Sue Hoolohan, was appointed. Both have busily attended to various initiatives and curriculum needs of the School.

The introduction of a Marketing Administrator who oversaw the implementation of the rebrand, revamped website, and other marketing activities was a first. Also, for the first time, the School appointed a Health and Safety Representative.

The School had many interested visitors during our regular Principal's Tours and Open House during 2021. The School's growth has required us to start waiting lists at various levels, and our school also had our first in utero enrolment. Due to the pandemic, many families have begun to reevaluate what is important to them and how their children would like to be educated. As such, Montessori education is being sought after in greater numbers than previously experienced.

The Engagement and Communication Sub Committee oversaw four magnificent events starting with the whole community Wanjoo Concert and concluding with the inaugural and highly successful School Fete. The other mainstay events like Scitech and disco, was remarkably successful. The work put in by all involved in each event was truly impressive. I am grateful for the talents of Annette Advani in overseeing these events.

A significant attraction of our school is our natural bushland. Every visitor to the School comments on its beauty. Its maintenance and upkeep do not happen by accident. There is ongoing, significant, and much appreciated work undertaken by the Bushland Subcommittee. Laila Miller's commitment to this aspect of the community is understated. Thanks also goes to the Risk and Compliance Sub-Committee who have dedicated much time to ensure our school meets compliance needs.

I am grateful to the staff who shown committed service to the School over short and long term and have moved on during or at the end of 2021. This included Adin Livnjak, Brittany Watson, Debbie Engelbecht, Emma Seeber, Kristijan Pekic and Lena Streiff-Kosok.

We have a wonderful school, one with a long, rich, and interesting history. We have an impressive staff who are highly skilled. At the centre of everything, we have amazing students with many gifts to offer. Our community is second to none and is something I am proud to be a part of. As the longest running Montessori school in Australia, we must continue to be a shining light and be active in contributing to the greater Montessori community.

BOARD REPORT

The following report has been prepared and presented by the Chair – Angela Chew

- Acknowledgement of the Board Directors and Principal and their commitment of time, effort, and skill during 2021, working tirelessly for the good of our School.
- Thanks to all our staff for working with the Board throughout 2021. In June 2021 staff were asked to provide feedback on priorities to be addressed in development of a leadership team to work with the Principal. We received timely and valuable responses from all areas of the School.
- Thanks to the administrative staff, in particular Queenie, Julie, and Alison, who provided the Board with exceptional support throughout 2021
 - Queenie provides a Business Management report to the Board monthly, and has been instrumental in improving the financial sustainability of the School and securing Grant funding for building developments.
 - Julie works with the Board to develop and review policies and procedures, and provides support for marketing and communications.

- Alison is incredibly generous with her knowledge of School management and provides logistical support for communications between the Board and the School Community.
- Thanks to our sub-committee convenors and volunteers
 - Finance, Bushland, Capital Planning, Engagement & Communications, and Risk & Compliance sub-committees.

COVID-19 Pandemic

- The COVID-19 pandemic continued to affect the School significantly throughout 2021.
- There were impacts on the Principal, Teaching Staff, Administrative Staff and Board Directors at a personal and professional level.
- There were impacts on School Community with everyone experiencing their own personal and work-related stressors in relation to the pandemic.
- There continued to be a need for COVID-related meetings, decisions, and policy development and implementation, on top of the usual workload involved in running a School.

Strategic Planning September 2021

- Strategic Planning Day held September 2021.
- Reflected on the progress that had been made since the 2020 Strategic Planning Day with many items being progressed or completed including:
 - Development of 3 year and 5-year budget projections
 - Provision of Physical Expression and Creative Expression programs
 - Improved IT infrastructure and support
 - Increased car parking space.
- Areas of discussion and planning:
 - Continued development of leadership structure within the School
 - Delivering IB (International Baccalaureate) Careers-Related Program to compliment IB Diploma Program
 - Continued development of the School's Vision, Mission & Values
 - Bushland preservation and development
 - Growing the work of the new Risk & Compliance sub-committee
 - Development of staff and student alumni network.

Annual Board self-evaluation 2021

- Continued high level of engagement and commitment demonstrated by all Directors.

Professional Development - Board

- AISWA (Association of Independent Schools of Western Australia) Briefing the Board conference March 2021 – Principal, Chair, Business Manager, Treasurer, 3 Directors attended.
- Financial education session provided to all Directors by Treasurer.

Board changes since the 2020 AGM

- Hannah Zhang – joined the Board in February 2020 as a Treasurer Assistant then accepted the position of Treasurer in August 2021– Hannah has done an exceptional job as Treasurer. She adds the most helpful side notes to every financial spreadsheet she writes, has a knack of presenting financial data in a way that facilitates understanding and decision making, and can create budget projections for any scenario. We are so grateful to Hannah for all the work has

done as Treasurer. She will step away from Board but continue on the Finance sub-committee, supporting transition of the new Treasurer into the role.

- Melinda Shreeve – joined the Board at the 2021 AGM and accepted position of Secretary – Melinda brought her organisational talents to the Board and did a superb job as Secretary. Her efficiency is unsurpassed. We very much appreciate all the work Melinda did on the Board over the past year, not only as Secretary but also volunteering as co-convenor of the Engagement and Communication sub-committee and digitally archiving historical documents and photographs for the School in the lead up to our 60th Anniversary this year.
- Mahesh Advani – joined the Board at the 2021 AGM – continues to serve on the Board providing valuable insights during discussions, often pulling together everyone's input into a succinct summary that helps us move forward to more effective action plans. Mahesh also volunteers on the Capital Planning sub-committee. We thank him for his continued commitment to the Board.

The Montessori School Kingsley Vision, Mission & Values Statements

Our Board has Heritage Directors positions which must be filled by people who have a long-standing connection with the School and deep understanding of Montessori education. Currently these Directors are Jarrod Burns and Alex Zavros. Both are alumni of our School, attending from PP through to graduating the IB, and both now have their own children attending the School. You may remember Alex presenting the work that had been done on the School's Values at last year's AGM. In October 2021 Jarrod and Alex led a workshop with key Life Members of our Association, staff, and parents to explore and refine the Vision, Mission, and Values.

Here are the working drafts which are nearing completion:

Our Vision (working draft)

The Montessori School Kingsley was founded by Mrs W M Duyker de Vries in 1962, a student of Dr Maria Montessori, and is the longest running Montessori School in Australia.

Our vision is that our school continues to lead the way in the evolution of the Montessori Method in modern society and strives to further demonstrate our learning environment is ideal for children. We believe Montessori as an educational experience will further the improvement of life on our planet by respecting the human potential of every child through an education that provides for the child's needs and tendencies.

Our Values (full list - draft)

1. *Respect for the child*
2. *Genuine Montessori Practices & Principles*
3. *Individuality & Independence*
4. *Interaction with the Natural World*
5. *Creative & Critical Thinking*
6. *A Sense of Community*
7. *The Power of Freedom*
8. *Peace, Openness & Respect*
9. *Intrinsic Motivations*
10. *A Global Perspective*

Our Mission (working draft)

To treat every child as an individual and nurture every aspect of their development, providing the guidance, inspiring the curiosity, and nurturing the knowledge, resilience, and love of learning they need to thrive today and into the future.

This Vision, Mission and Values Statement will not be tucked away in a drawer somewhere. It will be shared widely with our School Community, used for induction of new staff and welcoming new families to our School, presented at School Open Days and Information Mornings, placed on the table at Strategic Planning Days for the Board to refer to, and used by staff to reflect on their purpose and direction in teaching the children.

Looking Forward 2022

We all come to this School for the unique approach to education for our children and an integral part of that education is the community in which the children learn. This community is not just the teachers and students in the classroom, it is the whole school community including parents and carers. This Vision, Mission and Values is reflected in the codes of conduct we have for staff, students, Board directors, and volunteers, and you will all have seen the recent addition of a code of conduct for parents. These are a way for us to share our values and the expected behaviour of members of our community with current and prospective parents. These allow us to reflect on our own behaviour and ensure we treat others in our school community with the care and respect with which we expect to be treated, and the care and respect we expect our children to show to others. They allow us to keep each other accountable, to say when someone isn't upholding our shared values, and to give that person the opportunity to gain insight into how their behaviour is affecting others and take a different approach.

This year is the 60th anniversary of our School. One of the great things about having Des join our community is his passionate interest in the history of our School. He has connected with so many Alumni and learnt their stories to share with others, and he has dug up photographs and art works that give such insight to all that has been done to create the School that we know and love today. Special thanks to all the staff and parents volunteering their time to organise the 60th anniversary celebrations, including the Gala at the end of July this year. We hope to see you all there.

BOARD SUB-COMMITTEE REPORTS**A) Bush Subcommittee****2021 Convenor: L Miller**

The Bushland Subcommittee of the School Board was established to manage the conservation and regeneration of the area of bush within the school grounds and to support the School staff in the development of educational and conservation programs that will actively engage students with the bushland.

The Subcommittee, with the guidance of Gemma Broderick, developed a comprehensive Management Plan for the bushland which was initially adopted by the (then) School Council in 2011. The Plan is updated annually and reviewed every 3 to 5 years. It is available to parents through the

School office. During 2021 the Bushland Management Plan was reviewed and an independent review was completed by David Pike of the Wildflower Society of WA. The Plan was approved by the Board in December 2021.

Membership

The Subcommittee is convened by a member of the School Board and membership is open to all members of the School community. In 2021 the subcommittee was: Peter Cardy, Laila Miller, Ray Coffey and Joyce Chela. Ray Coffey resigned from the subcommittee in September 2021 and Joyce joined in October 2021. Thank you to Ray for his long service and commitment to the bushland.

Anyone interested in joining the Subcommittee should speak to Laila Miller or leave their name at the School office. We are particularly keen to attract a new member with knowledge and/or interest in native seed collection.

Regeneration program

The program — begun in 2015 with the upper and lower primary students — of regenerating native species in degraded areas of the bushland, continued in 2021.

In June 2021, under supervision by the Subcommittee, lower and upper primary students planted out 84 native plant seedlings in the retaining wall west of the Pre-Primary buildings, along the north and south boundaries of the staff car park, and along the southern boundary fence. Students also tended the retaining wall seedlings (weeding and watering) during 2021. In the upper primary classroom, a series of jobs is now available which focuses on the native species planted and their characteristics.

Revegetation work conducted from 2015 to 2018 on the hard court banks continues to be informally monitored. No new plants have been planted in that area since 2019.

Subcommittee members and volunteers watered all new plants during the warmer months (October 2020 through March 2021 and October 2021 through March 2022) to help improve survival rates. Thank you to all volunteers and their families who assisted.

School bush walks

The School hosted the annual series of bush walks during the first two weeks in September 2021. Staff and students invited parents to walk the perimeter of the bushland along the firebreak and take the opportunity to identify plants and birds and spot the 10 bat boxes constructed in 2018 and installed in the upper canopy. These activities are supported by the Subcommittee who erected plant identification signs at various locations along the walk.

Grants

During 2021 the Bushland Subcommittee planted native plants supplied through a 2020 grant from the Plantrite Grown for Purpose initiative. Plantrite has provided a reliable source of native seedlings for the School's bush regeneration programme since 2015 when the City of Joondalup donated surplus native plants sourced from Plantrite. The 2020 grant supplied 84 plants for the 2021 native plant regeneration program. Plantrite did not continue the Grown for Purpose grant in 2021.

During 2021 the Bushland Subcommittee utilised funds received through the State Natural Resources Management Program sponsored by the Department of Primary Industries and Regional Development. This grant provides for weed control during 2021 and 2022.

Fire Protection

A contractor was engaged by the School in October 2021 to clear the firebreak and the area between the firebreak and the boundary fence. This included removal of overhanging branches encroaching on the firebreak and removal of substantial fallen branches/tree trunks.

Volunteer parents and staff attended a Busy Bee on 24 October 2021 to clear the Fire Safe Building area west of Pre-Primary. Thank you to the large group of hard-working volunteers and their families who make these Busy Bees enjoyable and productive.

The School made contact with the City of Joondalup in November 2021 to assist with hazard reduction burning in the bushland during 2022. This is required every 7 to 10 years. The last hazard reduction burn at the School's bushland was in July 2013.

Weed control

The ongoing program of weed control was continued in 2021 with the employment of a contractor during the July school holiday period to undertake the annual spraying of veldt grass. This preventative work is funded by NRM during 2021 and 2022. No other weed spraying was done in the bush during 2021.

During August and September 2021 the Bushland Subcommittee supervised interested Upper Primary students in removal of weeds along the east, south and west boundaries of the school. Students were taught the names and identification of weed species. This program was highly successful with much enthusiasm amongst students and a significant improvement in weed control and aesthetic of the bushland along the firebreak. Bushland subcommittee members also completed hand removal and disposal of gladioli and pelargonium in the bush and around the School grounds during September and October 2021.

B) Finance Subcommittee 2021 Convenor: H Zhang

The Finance Subcommittee exists to provide strategic oversight of the school's budget and financial activities and to support transparency, equity and communication of these issues to the School Board and community at large. The subcommittee discussions will provide an understanding of funding budget priorities, budget processes and goals that the committee members will communicate to the School Board and make recommendations as appropriate.

2021 Members of Finance Subcommittee

- Queenie Massie (Business Manager)
- Des Reuben (Principal)
- Yulia Wood (School parent, ex-Treasurer)
- Phillip Shreeve (School parent)
- Hannah Zhang (Treasurer)

During 2021, the Finance Subcommittee concentrated on the following matters:

- Provide financial analysis to help the Board make decision on investment
- Look for funding for the capital investment on new Shamai building like capital grants application and bank loan application
- Monitoring of the School's financial performance and providing monthly updates to the Board

- Monitoring of the School's outstanding debtors accounts which contributed to the continuing reduction in the overdue account balances
- Analysis of fees to inform 2022 fee structure.
- Draw up 2022 budget
- Review and update school financial policies
- Review and approve subsidy application

C) Communication & Engagement Subcommittee

2021 Convenor: A Zavros

Report prepared by M Shreeve

Scope

The Engagement and Communications Sub-Committee (ECSC) exists to improve communication and connection across our school and into the wider community. As well as this, the ECSC is responsible for planning and organizing events that bring our school community together and to raise funds for various student-centred projects.

Membership

The ECSC includes a member of the School Board and membership is open to all members of the School community. In 2021 the ECSC was: Alex Zavros (Convenor), Melinda Shreeve (Secretary), Julie Gravel (Marketing), Annette Advani (Community Events and Class Representatives Coordinator, 2021). Anyone interested in joining the ECSC should speak to one of the current members or leave their name at the School office.

Marketing

The appointment of Julie Gravel as the School's Marketing Administrator has brought the professional expertise and momentum necessary to bring these outcomes to fruition.

Over the past year, the ECSC has continued to focus on improving and extending the School's reach through new and improved formats – including launch of the new school website, as well as beautiful new logo and photography that reflects our school environment, as well as targeted social media and school events tailored to bring our community closer together.

Each of these outcomes, and more as detailed below, has been undertaken with the primary objective of furthering the connection amongst our school community (first), and in turn promoting our school's unique qualities to the wider community. We would like to think these outcomes have contributed in some way to the improved intake and retention of students over the past 12 months.

Vision and Values Workshop

The School's Heritage Directors, Alex Zavros and Jarrod Burns, held a Vision and Values workshop on Tuesday, 19 October 2021, inviting previous and existing principals, staff and parents to contribute to the development of our School's core values in a meaningful and conversational way. This included the creation of a list of practices and rituals specific to The Montessori School Kingsley.

Feedback from the night was warm and encouraging. It was a great privilege for all those in attendance to listen and enjoy the wisdom, anecdotes, and advice from those who have had an extensive association and history with our School.

Alex and Jarrod will continue to document this important information and plan to consult with other sections of the School community during 2022.

Community Events

A sincere thank you to Annette Advani for her dedicated leadership and expertise in planning, organising, and delivering such high-quality events for our school community to enjoy and participate in. Annette finished her volunteer role at the end of 2021 and has now passed the baton on to Kate Tait who has stepped into the role with great energy and enthusiasm.

A survey was distributed by the ECSC to all School families during 2021, to collect feedback and suggestions for future community fundraising events. Responses showed that overall, our community was satisfied with the number and assortment of fundraising events held by the School and were especially keen to support more events held on school grounds. This was evident by the amazing turnout we had at our inaugural Twilight Fete on Friday, 10 December 2021.

All funds raised at the Twilight Fete and other events held throughout 2021 will go towards upgrading the School's existing play spaces, as well as other smaller projects carefully coordinated between the Class Representatives and the teaching staff. The Upper Primary, Lower Secondary and IB Students are responsible for allocating their own funds raised from the Twilight Fete and other student-initiated activities.

Unfortunately, due to COVID-19 restrictions and high case numbers, all community events planned for the first half of 2022 have been postponed. We look forward to enjoying a series of fun, interesting, and memorable events that bring our school community together in the second half of this year, including Scitech, Family Mini-Photoshoots, and a whole-school 60th Anniversary Celebration to be confirmed.

Class Representatives

A sincere thank you to Chloe Bond for taking on the role of Class Representatives Coordinator at the beginning of 2022. Class representatives continue to assist classroom teachers with sourcing items and offering the support of classroom families for any tasks that they can assist with.

The Class Representatives have recently met to discuss how COVID-19 restrictions have affected the sense of community in the School and were encouraged to pursue community-building activities such as organising class social events and making a concerted effort to connect with new families to the School.

Reconciliation Action Plan (written by Kate Tottle, Program Coordinator and member of the Reconciliation Committee)

The Reconciliation Action Committee is still meeting regularly, and lots of meaningful work is underway around the school. We have rebooked the Cultural Awareness Training for July. We have placed a school-wide focus on learning Noongar language this year, and we are applying for the PALS grant to fund a Noongar language instructor to visit and give each class a direct lesson. Our official RAP hasn't been finalised, and we have had a few changes of members as various people have resigned from school, and others are joining.

Key achievements over the past year:

- New handbook for parents completed.
- Thank you to our volunteer video – see Facebook. This video was completed with the help of a few upper primary students.
- Increased and more sophisticated use of School Stream to communicate with School community.

- Website development - Features 51 pages, including for each class program; 46 staff profiles; Montessori glossary; alumni connection; community testimonials; giving portal and more to come.
- Development of (inaugural) School Communications Strategy, reflected in new school communications and marketing collateral – including refreshed newsletters, mid-year reports, events promotions, school flyer suite (including IB and micro-economy), and new hats and tote bags.
- Social media strategy developed through expanded presence and targeted posts across Facebook (52 posts), Instagram and LinkedIn.

Future projects into 2022:

- Join us at our upcoming 60th Anniversary Gala Event.
- Please come along to the remaining community events for 2022 – Scitech and Family Photoshoots.
- Video testimonial project – to create staff and parent video testimonials to promote the school.
- Finalise and publish full School Prospectus and continue to leverage and build upon school promotion materials.

D) Capital Planning Subcommittee

2021 Convenor: W Miller

The Capital Planning Subcommittee of the School Board was established to investigate and develop short-, medium- and long-term plans for the future capital needs of the School.

The Subcommittee met on a monthly basis with additional infill meetings as required.

Membership

The Subcommittee includes a member of the School Board and membership is open to all members of the School community. In 2021 the subcommittee was: Des Reuben, Queenie Massie, Olivier Royet, Aleks Henderson, Mahesh Advani (new member), Sara Zahedi (new member) and Warren Miller (convenor).

Anyone interested in joining the Subcommittee should speak to one of the current members or leave their name at the School office. We are particularly keen to attract new members with knowledge and/or interest in builds (structural, exteriors, interiors, electrical, etc.), estimating, construction, and financials.

School Building Regeneration Program

Based on forecasted student populations and the state of existing buildings currently in use by the School, an initiative to investigate replacement of aging structures with new ones (commenced in 2020) was progressed throughout 2021.

The following actions were carried out in 2021 with respect to replacement of the Shama Building to be replaced with a new Upper Secondary Building: Application for grant from CGA AISWA submitted and ultimately successful (grant value of ~\$900K); As per requirements of AISWA grant, available Registered Architects to carry out tender evaluation evaluated and selected Registered Architect engaged by the School; Upper Secondary Building concept designs and specifications were advanced in anticipation of tendering project to market early 2022.

Heritage Building Roof Replacement

The Subcommittee progressed collection of quotes from qualified builders, assessment of received quotes and capabilities, progressed and ultimately received approval for City of Joondalup planning/building permits to facilitate repair and replacement of roof of Heritage Building. Works for repair/replacement of roof scheduled for completion early 2022.

Replacement of Solar Panel of Lower Primary Buildings

The Subcommittee initiated discussions and assessment of best options to optimize value for money for solar/alternative power which would cover forecast current and future need.

Forward Looking Plan

The Subcommittee developed preliminary five- and ten-year plans based on assessed School priorities and student population forecasts to support a master plan of building and infrastructure required in the future to allow planning and funding for future building projects to maximise efficiency and minimise disruption. Further definition and refinement of these plans anticipated over next year.

E) Risk and Compliance Subcommittee

2021 Convenor: J Burns

The Risk & Compliance Subcommittee of the School Board was formed in May 2020 to advise and assist the School in meeting its compliance requirements mandated by legislation, regulatory bodies and recommended codes of practice. This Subcommittee's additional area of focus is to ensure that the School operates and maintains an appropriate framework to identify and effectively manage risk.

Membership

The convenor is Jarrod Burns. Its current (and founding) members are Celine Royet and Tash Tourabaly.

Anyone interested in joining the Subcommittee should speak to one of the current members or leave their name at the School office.

Risk Management Framework

The committee started a process to define a Risk Management Framework for the School to formalise roles and accountability for the responsible management of risk.

Policies

The Subcommittee also supports reviewing and creating the School's Policies, such as in 2021: the Social Media Policy and the Board Code of Conduct.

Constitution

In 2020 and 2021, the Risk & Compliance Subcommittee was heavily involved in updating the School's Constitution to reflect best governance practices, the latest AISWA template, and the modernisation of the School Board.

The Constitution was adopted at the 2021 AGM.

Looking forward

In line with the scope, the subcommittee will define risk key performance indicators (KPIs); develop tools to help the Board make sound decisions; review and update the current Board's procedures; finalise the skill matrix and prepare a Board succession plan.

TREASURER'S REPORT

Presented by H Zhang for the year ended at 31/12/2021

A) 2021 Audited Accounts

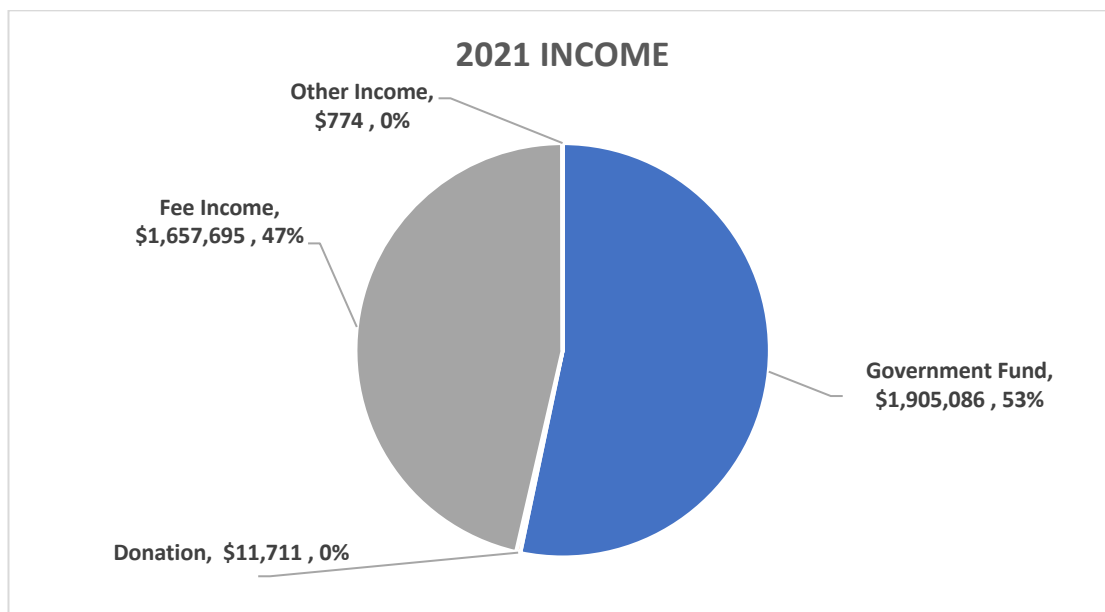
The 2021 Financial Statements have been audited this year and are presented to the School community as part of the 2022 AGM. The School benefited from the stable enrolment growth in 2021, total income increased 25% from 2020, total expenditures also grew rapidly, increased 27% from 2020. The main drivers of expenses rising are the new LP3 classroom, as new teachers and additional resources were required. The operating surplus of 2021 was reported as \$170,483, 5% of the total income. This ratio slightly decreased from 2020 because of the rising of the total expenditure.

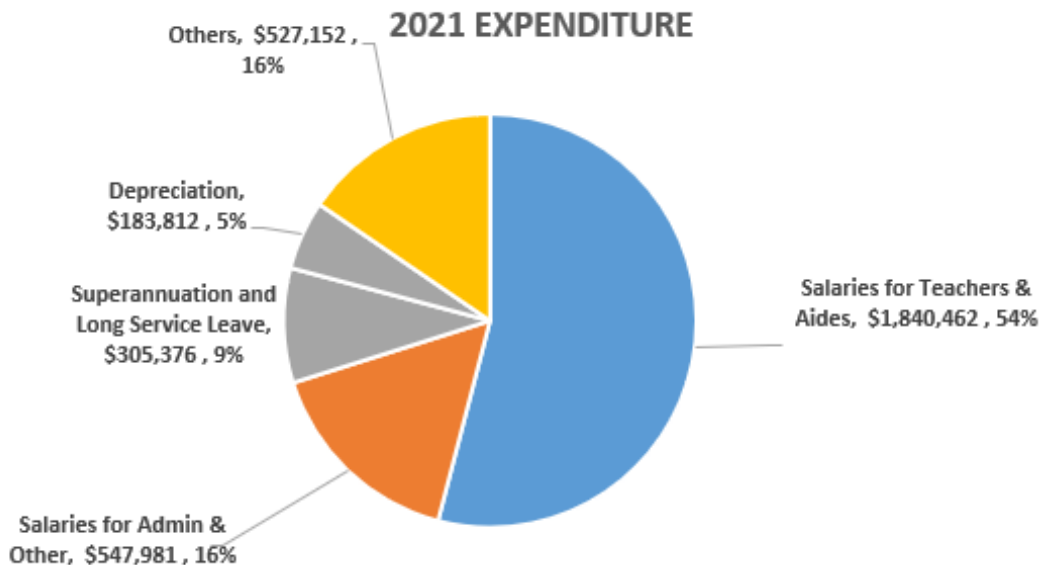
In 2021, the school spent \$219,170 on capital expenditure, which mainly were investment on the car park, renovation of the studio, heating and cooling system, furniture and resources for new classrooms, etc.

We didn't take any new loans in 2021 and the capital liabilities reduced from \$286,515 in 2020 to \$152,600 in 2021. Non-refundable enrolment fees liability has been taken up in the 2021 financial statements in accordance with AASB 15. This has increased current liabilities \$253,351 in 2021.

We were actively looking for the funding of the new Shamai building in 2021. Application for a CGA AISWA grant was submitted and successful. We will get a notional \$900,000 capital grants for our new building project. We also submitted a loan application to Westpac and the low interest loan application to the Department of Education and all were approved early in 2022.

2020 School Finance Performance



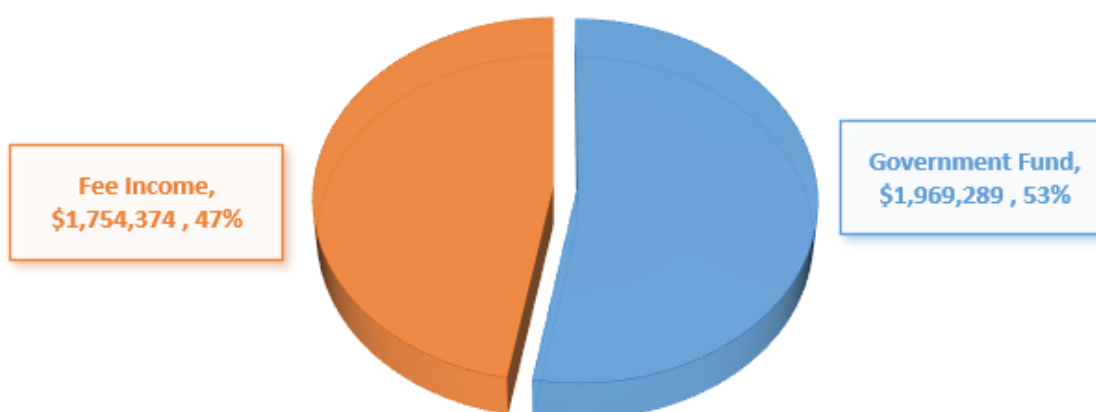


Indicators		31-Dec-21	31-Dec-20	Comments
Working Capital	Current Assets	889,725	788,402	Liquidity is very good at this stage. That means school has enough current assets to cover its short-term debts.
	Current Liabilities	662,872	439,247	
	Current Ratio	134%	179%	
Operating Surplus	Operating surplus	170,483	197,291	Our school has achieved a combined operating surplus in 2021 which accounts for 5% of total income.
	Total income	3,574,492	2,875,945	
	Ratio	5%	7%	

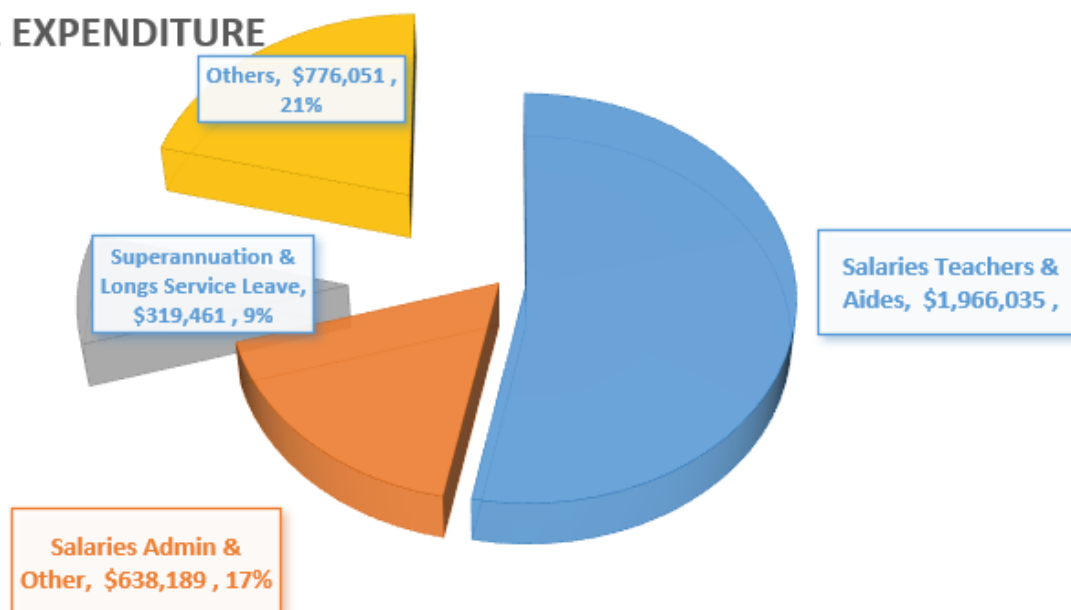
B) 2022 Budget

2022 Budgeted Income & Expenditure

2022 INCOME



2022 EXPENDITURE



	2022 Budget	2021 Actual	Change	
Enrolment Number	201	195	3%	↑
Government Fund	\$1,969,289	\$ 1,905,086	3%	↑
Fee Income	\$1,754,374	\$ 1,657,695	6%	↑
Capital Expenditure (not include Shamaï Building)	\$136,500	\$219,170	38%	↓
Capital Expenditure (New Shamaï Building)	\$3,802,210			↑
Total Operating Expenditure	\$3,699,736	\$3,404,783	9%	↑

The 2022 budget is based on 201 students enrolled at 2022 February census and 11 students who will start during 2022. In the 2022 budget, we have \$4,080,995 budget for capital expenditure, includes \$3,802,210 on the new Shamaï building, and \$136,500 on maintenance, furniture, solar panel and alarm system replacement. The Shamaï project has been delayed to next year. You can get more details from the Principal report.

In summary, the School is in a strong financial position with sound cash reserve and low debt, we can move forward with the plans on capital investment. In current challenging economical times, the School should enable efficient day-to-day running, control and monitor the expenses increase carefully.

I also want to take the opportunity to thank the staff of our school finance team, Queenie Massie, the school business manager, and Rachele Edwards. Maintaining good account information on which we can make informed decisions is a complex task. Many thanks to all of you for information provided, daily management and expertise shown in keeping the school financially sound.

Many thanks also to all the other members of the finance subcommittee and board who provide guidance and direction in dealing with all the financial matters that affect the School.

APPOINTMENT OF AUDITOR

That the auditing company Anderson, Munro & Wyllie is appointed auditor for the school for 2020.
Moved: Mahesh Advani, seconded: Hannah Zhang – Passed.

APPOINTMENT OF TREASURER

The Board recommend the appointment of Ms Ruth Tay as the School's new Treasurer, following Ms Hannah Zhang's resignation. Ms Zhang will stay a member of the Finance Sub-committee and help Ms Tay in her new function.

Moved: Julie Gravel, seconded: Tash Tourabaly – Passed.

BOARD ELECTIONS

There are three (3) vacancies on the School Board. The following nominations have been received.

- Ms Angela Chew – current director. Renominating.
- Mr Jarrod Burns – current director. Renominating.

No election was conducted as the number of nominees was lower than the number of vacancies. All above nominees will become members of the Board.

GENERAL BUSINESS

1. Question: Other schools offer pre-driver program to Y10-Y12 students. Is that something the School can offer?

Response from the Principal: The School will look into this.

2. Question: There is a very good procedure for attendance of students, but can parents have better communication in the morning if staff is absent (to prepare student, especially PP)?

Response from the Principal: We will see if this can be implemented with the Admin staff, trying to get relief is challenging, especially in the morning, and time is short to communicate to parents.

3. Question: What are the main risks for the school in the next 12-18 months?

Response from the Board: The Risk & Compliance Sub-Committee have implemented and continue to develop KRIs (Key Risk Indicators) to monitor risks and address their mitigation.

4. Question: There is shortage of staff in every industry, is the School experiencing the same thing?

Response from the Principal: It is always hard to get good Montessori teachers. Currently, the School not so affected. The School has a list of relief teachers. The ex-Principals (Jane Coffey & Bobby Beasley) provide training and development for new staff. The Principal did lecture at ECU in 2021 and is inviting students to volunteer at the School. We had 2 students doing their placement at the School. The Principal has also contacts at Notre-Dame University. In WA, there is a big Montessori community so teachers move schools. Principals from all WA Montessori schools meet regularly, and this item is on their agenda. Finally, in Term 3 2021, the School will host the conference "Meeting in the middle" for Montessori adolescent educators, an opportunity for more teachers to discover the School.

5. Question regarding enrolment. How are non-Montessori students transitioning into the School? How much workload is that for the staff? Conscious the School needs more students in higher year.

Response from the Principal: Currently there is not availability in LP & UP classes, and we are experiencing high enrolment in PP from 3 years old. When a new primary school student joins, they do a trial for a week where the teacher observes the student passing their comments onto the Principal, then the Principal (sometimes with the teacher) will interview the family. Older (secondary) students do a longer trial and the student will also observe the younger years to see how Montessori works. We also ask parents to do a class observation, but this has been limited due to covid.

6. Question: When will the Playgroup be back at School? The Playgroup run in a community centre in Woodvale on Monday & Tuesday, and has received a lot of interest to open another day.

Response from the Principal: Currently there is no space to host the Playgroup. Once we have the new building, we will re-integrate the Playgroup into the School. Having an early-stage Montessori group is very important to the School.

7. Question: What about the promotion/awareness of Montessori methodology to parents? Can we be more informed about Montessori education?

Response from the Principal: We have the usual class observations and discussion nights but these have been impacted by covid. We also have events, such as the Montessori Parenting Workshop in March 2022 run by Yaelle Grinberg (past student, past teacher and parenting specialist).

8. Question: Will the results of the recent survey be shared with the community?

Response from the Board: The Survey is still open, but we will analyse the results and communicate the results as a summary. We have several surveys: one for the families, one for the staff and one for the students (online for UP/LS/IB) and a different format for younger years. The results bring a lot of valuable information for the Board to consider in their strategy planning.

9. Question: Are there any other events planned for the 60th anniversary?

Response from the J Gravel (School Marketing Administrator): Yes, there are events for kids. Due to covid some events are rescheduled but the celebrations will continue in 2023. Memorabilia such as tea towels with student self-portraits have been ordered.

10. Question: Will the School participation in the Festival of Lanterns with the City of Joondalup recommence?

Response from Principal: We will have to check that with the City of Joondalup.

11. Question: Does the School have a reconciliation plan in place?

Response from Kate Tottle (Program Coordinator): We have a Reconciliation Committee that meets once/term. Currently: the teachers are implementing meaningful actions in class to grow awareness for students, such as improving material, work on seasons, bushland names display, recently we had an Elder visiting the school. The School has also secured a grant (one year, can be renewed) to invite Sharon Gregory (language instructor) to get development in classes.

Response from the Board: We do an acknowledgment to country at the start of every meeting. There is a plan do more work with the Bush.

12. Question: What are the vaccination requirements, and related impact on observations, lunches etc?

Response from the Board: The mandate for staff vaccination was lifted by the Government. Observations will re-start probably in Term 3, in consultation with teachers.

13. Question: Is there a delay for the construction of the new building?

Response from the Principal (note the Principal is part of the Capital Planning Sub-Committee): Work went smoothly but with increased demand within the building industry, the quotes received have doubled in price. We are now looking at a traditional construction brick & mortar, instead of a modular building. Hopefully the construction will start in 2023.

14. Question: When the new building is in place, how will classes be distributed? What about the UP classes?

Response from the Principal: At this time, class allocations are not established. The building will be flexible. It is common in other Montessori schools to have open-plan classes and we are looking at re-shaping the UP space. Additionally, we are confident that staff will be available for these new classes, as interest is growing for future teachers and more teaching degrees available.

15. Question: Are the communications on School Stream fixed, as we experienced some bugs previously?

Response from Alison Grondein (Office Manager): We ensure that all families are signed into School Stream. Bugs are now fixed.

16. Question: How is the pastoral care managed in LS?

Response from the Principal: at the moment it is the Principal and Michael Caldwell (LS Advisor) who are doing the pastoral care. When there is an issue between students, we apply the restorative approach between both parties (communication between students, the teacher acting as a counsellor). LS students also have access to other teachers (Fiona, Katharina) and the School also has access to the AISWA psychologist. We will have a 2nd teacher in LS.

Response from the Board: Currently we do not have the budget to employ someone in that role. We are looking at alternatives such as shared resources with other schools and applying to a grant for the School Chaplaincy Program.

Meeting closed at 8:51pm.