



# Cape Byron Rudolf Steiner School Incorporated

## Annual General Meeting 2017

### Vision

*To enable each individual to realise their potential to be self aware, resourceful and resilient with the empathy, skills and initiative to make a positive contribution to the world.*

### Mission

*To provide a nurturing, creative and academic education inspired by the indications of Rudolf Steiner for a healthy social life and the developing human being.*

## 2017 Annual General Meeting Agenda

1. Welcome
2. Attendance/Apologies
3. Correspondence - Nil
4. Minutes of Previous Meeting

### **Motion**

*That the minutes of the previous AGM be accepted.*

5. Reports: Chairperson  
Finance  
Principal  
Membership  
Chair of College

### **Motion**

*That the reports be accepted as presented.*

6. General Business
1. **Transfer from Incorporated Association to Company Limited by Guarantee**  
That application be made to transfer Cape Byron Rudolf Steiner School Inc from in Incorporated Association to a Company Limited by Guarantee, with the name Cape Byron Rudolf Steiner School LTD
2. **Adoption of Existing Constitution**  
That Cape Byron Rudolf Steiner School Ltd adopt the existing Constitution of Cape Byron Rudolf Steiner School Inc (subject to amendments required to comply with the Corporations Act).
3. **Appointment of Auditors**
7. That WCA Audit & Assurance Services be appointed as Auditors for the 2017 accounts.
8. Close of Meeting

**CAPE BYRON RUDOLF STEINER SCHOOL**  
**ANNUAL GENERAL MEETING**  
 Agenda 16 May 2016

<b>Date:</b>	16 May 2016
<b>Time:</b>	5:30pm
<b>Place:</b>	Cape Byron Rudolf Steiner School Library

**Item 1. Attendance**

<b>Present (Name)</b>	<b>Position</b>	<b>Time joined</b>	
James Dods	Chair of Board	5:30	
Bernadette Baring	Board Director	5:30	
Gavin Colley	Site Manager	5:30	
Mark Charter	Accountant	5:30	
Nerrida Johnson	Principal	5:30	
Peter Valerio	Board Director	5:30	
Tanja Nelson	Chair of P&F	5:30	
Toni Appleton	Board Director	5:30	
Teera Palmer	Deputy Principal K-6	5:30	
Marlis Griffith	Chair of College	5:30	

<b>Apologies</b>	
Annas Nabi	Felicity Dynes
Katie Biggin	Georgie Brooke
Julie McVeigh	Adrian Miller
Malcolm Wilson	Sandi Valerio
Lisa McMullen	Meera Dods
Yvette Thakery	
Matt Galliford	
Julia Fox	

The Chair, Mr James Dods, declared the meeting open at 5:30pm, and that a quorum was present.

**Item 2. Correspondence**

<b>From</b>		<b>Action</b>
Nil		

**Item 3. Acceptance of Minutes**

<b>Proposed Resolution:</b>	<b>That the minutes of the Cape Byron Rudolf Steiner School Annual General Meeting held on 18/5/15 be accepted</b>		
<b>Moved:</b>	Teera Palmer	<b>Seconded:</b>	Peter Valerio
Passed			

The minutes of the Cape Byron Rudolf Steiner School Board Meeting held on 18/5/15 were adopted and signed by the Chair.

## Item 4. Reports

4.1. Council Report

4.2. Treasurer's Report

4.3. Principal's Report

4.4. Chair of College Report

4.5. Association Membership Report

<b>Proposed Resolution:</b>	<b>That the Chair Report, Principal Report, College Report, Chair of College Report (with minor changes), Association Membership and Treasurer's Report be accepted</b>		
<b>Moved:</b>	James Dods	<b>Seconded:</b>	Gavin Colley
Passed			

## Item 5. Appointment of the Auditor for 2016

<b>Proposed Resolution:</b>	<b>That Wappetts Chartered Accounts (WCA) be appointed as Auditors for the 2016 accounts.</b>		
<b>Moved:</b>	James Dods	<b>Seconded:</b>	Gavin Colley
Passed			

There being no further business, the Chair closed the meeting at **6:10pm**.

Minute Taker:	Sophie Kemm
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Signed by Chair:	
Name:	
Date:	

## **Report to the 2017 AGM from School Board.**

Firstly, I wish to acknowledge the Bunjalung People as the original custodians of the land our school is situated on. I also wish to acknowledge our elders both indigenous and non-indigenous. I acknowledge the school founders, all past and present Board, Management, College, teaching staff and Association members who have contributed to creating the amazing school we are today.

I would like in particular to thank Nerrida, Teera, and Katie for their determined, fair and transparent leadership over the past year, a year which has seen change, growth and achievement, and has also been not without its challenges. They have done a great job of leading a great team of dedicated and passionate teachers and management. Our tireless teaching staff have been further supplemented with the addition of a number of exciting new appointments.

This year, the Board has continued to work with the Principal to further update and implement the Strategic Plan.

The Block Grant Authority application, which was in process at the time of last years' AGM, is now completed and approved. The funds are now available to help finance the first stage of the exciting Master Plan.

Our architect (parent) Michael Leung has collaborated with Management, the Board, and staff to create and submit the plans for stage one (science block) which have been submitted to Byron Council for Development Approval. Michael has done an amazing job and we look forward to building commencing later this year.

I thank the Board for their commitment and dedication. I wish to welcome the new Board member, Steve Heptonstahl . Along with Toni Appleton, Bernadette Baring, Jamie Moreton and Sophie Kemm, Steve brings his commitment, integrity and not inconsiderable legalese, contributing to a collaborative, conscientious and committed Board.

Throughout our Board meetings over the last year, there has been much robust discussion as part of the ongoing process of policy development as we have consolidated the new board whilst working within the structure of the newly revised Constitution.

We would like to express our support and admiration for the huge effort and time the Principal has put into the seemingly constant task of policy development and review.

We have continued to communicate clearly to the school community through a range of means, including the board report in the bulletin and a report submitted at each P&F meeting. This, we understand, has led to a greater understanding of policy and decision making in the school.

I also wish to thank and congratulate the teaching staff and management for the extraordinary amount of work they continue to put into meeting the New South Wales Education Authority registration and governance requirements. As a result the school has this year continued to run under full NES A accreditation.

I have attended P&F meetings throughout the year, and commend Tanja Nelson and the P&F team, along with those who contributed, on their commitment to fundraising and implementing valuable initiatives to further enhance our wonderful school.

The Board also acknowledges the clear and concise financial reporting and management provided by Mark Charter, our external accountant and Julia Fox and Annas Nabi, our Finance Administrators. Thanks to the tireless efforts of Mark, Nerrida, Julia, Annas, the school has retained its financial situation, with resources available to support the school to continue moving towards a higher and higher standard of excellence. We finished the year on track with our budget showing a healthy bottom line for the third year in succession.

I wish to thank all parents, teachers, support staff, management and, not least, students. All have contributed greatly to creating this magnificent school community and the positive launching pad we now find ourselves on, ready to take the school to a higher and higher standard of Steiner education.

This has been yet another year the school can be to be proud of; a year which sees, for the fourth year in succession, a waiting list of students which actually far exceeds the current number of students in the school. This speaks volumes for how we are seen and perceived by the broader community.

Congratulations to the whole school community.  
It has been an honour and a privilege to serve on your Board.

James Dods  
On behalf of the  
School Board.

# Treasurer's Report to the 2017 AGM

## **Introduction**

It is an honour to present this financial report on behalf of the School and Board and to have served you on the Board over the past three years. I look forward to continuing to do so in my second term as a member of the Board.

The school and Board appreciate your commitment to the Cape Byron Rudolf Steiner School and entrusting teachers and staff with your children and their futures.

This financial report relates to the year ended 31 December 2016 and through 2016 the school has continued to build a solid footing for the future. As it is now May 2017, comments on some more recent developments since the financial results for 2016 are included at the end of this report.

## **Summary financial information**

The net cash surplus from operating activities for 2016 was \$874,223 with major investing cash outflows being investment in new facilities and equipment for students and staff of \$211,401 and a reduction in borrowings of \$45,068 (\$133,004, \$120,871 and \$110,077 in 2015, 14 and 13 respectively). The reduction in borrowings was less in 2016 due to \$98,465 being redrawn for the "Lemon Myrtle" demountable.

As a result of the cash surplus for 2016, at the end of the financial year the level of cash held was \$617,754 higher than at the end of 2015.

Cape Byron Rudolf Steiner School recorded an Operational Surplus (profit for the year) of \$427,964 in 2016. This compares with \$566,117, \$357,391 and \$201,026 for 2015, 2014 and 2013 respectively. The main factors were:

- Revenue was up \$251,444 on 2015, due to increases in grant funding per student and tuition fees. This compares with increases in revenue of \$337,807 and \$519,847 over 2015-14 and 2014-13 respectively.
- Costs were up \$303,398 on 2015 for salaries and on costs to maintain the teaching standards for an increased student population. This compares with increases in salaries and on costs of \$146,847 and \$305,198 over 2015-14 and 2014-13 respectively.
- Other income was down \$70,744 on 2015 while the cost of camps and excursions was up \$40,718 over 2015.

The net level of debtors was decreased during the year from \$44,377 in 2015 to \$33,541 in 2016.

## **Non Current Assets**

The main acquisitions in 2016 related to the demountable building, the Schools solar system and extensions to the library and car park. Depreciation against all School assets was \$269,134 (similar to the past 3 years). No major capital projects were undertaken in 2016.

## **Income**

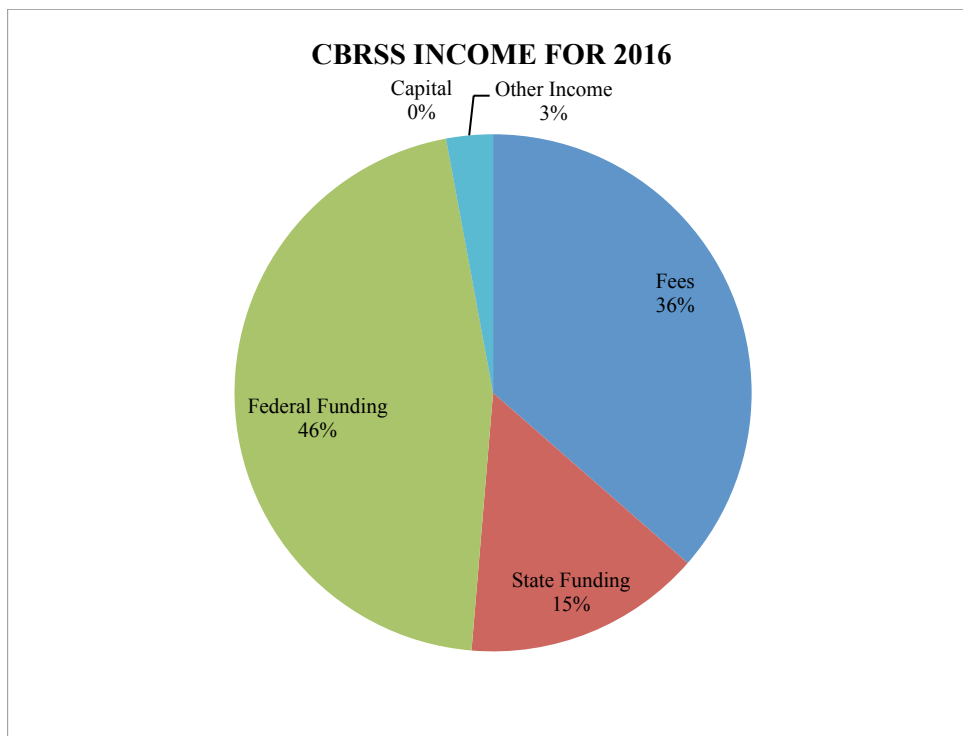
Government grants increased by \$211,041 over 2015, mainly due to higher grant funding per student. This compares with increases of \$155,423 and \$298,594 over 2015-14 and 2014-13 respectively. Government grants remain important to the school at a steady 60% of income over the past three years. Fees charged to parents and guardians represent just

over 36% of income (again for the past three years). Figure 1 shows a breakdown of income for CBRSS for 2016.

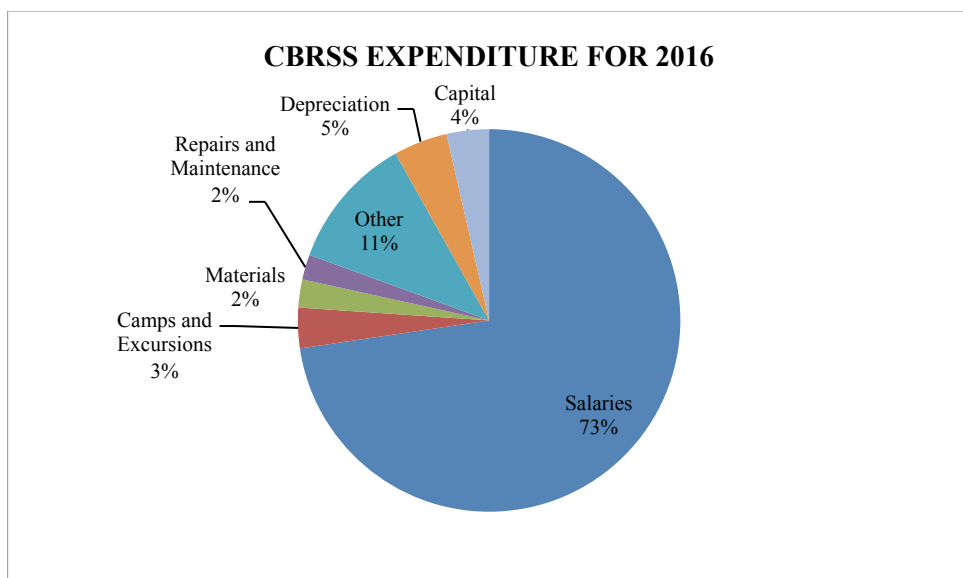
### **Expenditure**

As a school, main operational expenses are predominantly fixed, with 74% of our total operational expenditure related to salaries and allowances. This is normal for a school and within the Australian Independent Schools benchmark.

Maintenance costs are expected to increase with the high student population on site, but are still well within expected budgets. Figure 2 shows a breakdown of operational expenditure for CBRSS for 2016 and Figure 3 shows the trend in income and expenses over the past four years.

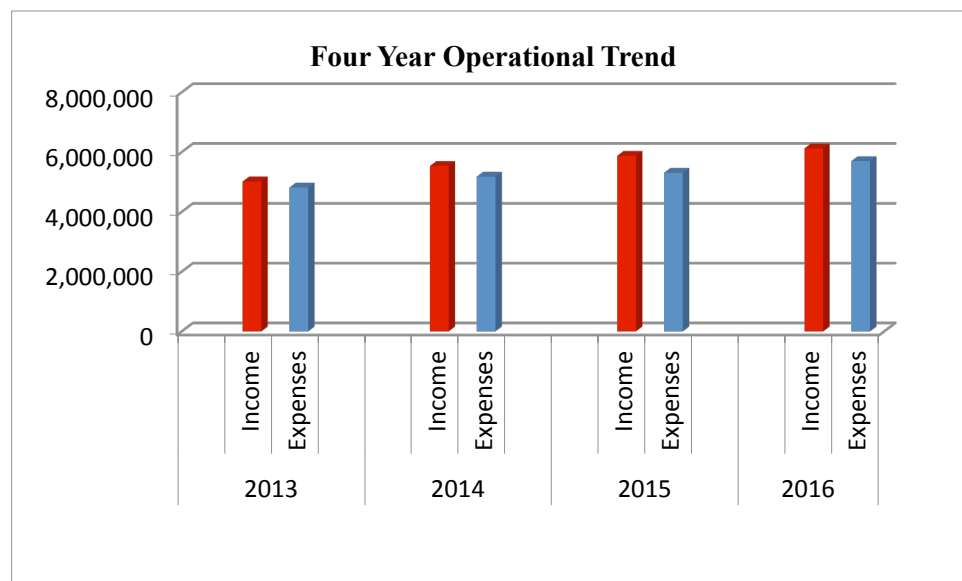


**Figure 1: CBRSS Income for 2016**





**Figure 2: CBRSS Expenditure for 2016**



**Figure 3: Four year trend in income and expenses**

### **Future Outlook**

Student numbers reached our current capacity through 2015 and 2016 and the challenge now is to maintain an effective learning environment. The school's cash position continues to increase, providing a solid base for maintaining and improving facilities to support the school population.

Increased maintenance is factored in as School infrastructure begins to show its age and the school is also looking at capital projects to keep our facilities up to date for students. In 2017 the school has been successful in obtaining an \$800,000 grant from the Association of Independent Schools (AIS) Block Grant Authority (BGA), which administers Australian and NSW government capital grants funding. The grant helps fund a new science building as the first stage of the Master Plan for the School. The total cost of the proposed works is estimated to be in the vicinity of \$1.9m, to be funded from the \$800,000 BGA grant, with \$800,000 drawn from previously repaid borrowings and the remaining balance funded from the school's cash reserves.

With the continued support of parents, staff and management we look forward to the challenges of the 2017 year, and remain committed to providing quality education.

Jamie Morton  
Treasurer  
CBRSS Board  
10 May 2017

## Principal's Report to the 2017 Annual General Meeting

The beautiful land on which our school is built has a history stretching back to the beginning of the Dreaming. We are privileged to have the use of it now. I would like to acknowledge that our school is on the lands of the Arakwal people of the Bundjalung Nation, and pay my respects to elders both past and present. I acknowledge the contributions of Aboriginal Australians and non-Aboriginal Australians to the education of all people on this land and in this part of country. We are so very privileged to have the use of this land now.

*Steiner education strives to ennoble the mind and to fire the imagination, to fortify the will and to quicken the initiative for life; to sow such seeds as may produce new vision and discovery in the years to come: not to mould the mind, but to enable it to grow to new dimensions. Thus, it serves the present for the future and wakens the motivation for life-long education and self development (Francis Edmunds, Emerson College, UK).*

When I reflect on the last twelve months, I am struck by the importance of our work with young people in a time of increasing global insecurity and uncertainty. Our teachers, support staff and whole school community have worked hard to create an environment where childhood is protected and our young people are nurtured in a rich and nourishing teaching environment; a place where they are given the time and space to develop the capacities they will need to step out into the future world.

After a very productive and positive year, I take great pleasure on reporting on the school's performance in relation to each of the goals of our Strategic Plan.

### **STUDENTS: Strong Academic and Creative Achievement within a Nurturing Environment**

#### **Balanced, Resilient and Free Individuals**

2016 was another wonderful year in terms of our graduating class. The trajectory of overall improvement in our HSC results over the last few years has continued with our 2016 HSC students achieving more Band 5 and 6 results than in any previous year at the school. Our graduating class left the school as confident and capable young people who are "self aware, resourceful and resilient with the empathy, skills and initiative to make a positive contribution to the world." (CBRSS Vision Statement).

Whilst our curriculum and pedagogy support the development of our students, we have also supported them over the last year through a rich and strong camps and excursions program, the ongoing support of our Wellbeing Workers and a range of specific programs such as Lisa Romero's work with students from Year 5 – 11, presenting age-relevant aspects of their inner and outer growth and the Elevate study skills program for our senior students.

The last year has also seen a strengthening of our Learning Support program across the school with an increase in Teaching Aid hours, focus on differentiation in faculty professional learning and the continued high quality work of our Learning Support Teachers.

### **TEACHERS: Excellence in Teaching, within a healthy and sustainable balance**

Our teachers are involved in a continuous cycle of professional learning to deepen their understanding of the philosophy, which underpins our education, and also to hone and develop their teaching practice. When I walk around the classrooms and talk to the

teachers, I am touched by the extremely high standard of teaching practice and also the depth of care our teachers have for their students.

Our teachers work extremely hard and we continue to work to support their wellbeing through a range of activities including a nurturing and enriching staff retreat at the beginning of the year, the support of our Wellbeing Workers and a College focus on wellbeing in meetings through the year.

The College of Teachers have been very active over the last 12 months, leading a program of rich learning and deeply moving and effective child studies. In 2016 the College was skillfully chaired by Rachel Knight and Malcolm Wilson. This year, the team of Rachel Holt, Matthew Reynolds and Françoise Sauvere have taken up the role of leading the College.

### **COMMUNITY: Supportive and Cohesive School Community**

Over the last 12 months there has been a lot of work done to continue to build and support strengthened relations in our school community. Last year, as part of the Embedding Excellence program, we held a special Parent Engagement Evening. The evening was very well attended and a number of actions, aimed at increasing parent engagement in learning and the school, arose out of the meeting. We have made some changes to our RCM days to better meet the needs of parents; with the events being held on a range of days and times and Craig providing delicious meals for participants. Our Friday Markets and seasonal festivals also continue to be a focus for bringing our community together.

The P&F have been very active over the last twelve months. They have worked to represent and support our wonderful parent community and have provided much appreciated support to the whole school in a variety of ways, including the Spring Fair, Craft Program, Bush Dance and Friday Market. I would like to thank the very dedicated team of Tanja, Lisa and Sarah for their tireless work on the P&F Executive. I would also like to thank the Class Coordinators for their time and effort in supporting our teachers and parent communities.

### **ENVIRONMENT: Environmentally Sustainable Practices across the School**

Our new solar system is now fully operational and we are now not only sourcing much of our energy directly from the sun, but are reaping the benefits of vastly reduced power costs. In the primary school, the Kitchen Garden scheme has seen the development of some beautiful food gardens throughout the primary school – it is wonderful to see the children eating the food they have grown. Last year we welcomed a hive of European Honey Bees onto the site, a wonderful addition to the native honey bee hive we already had on site. Preservation and support of the world's bee populations is a key part of the upcoming global celebration of 100 years of Steiner Education. I am grateful to our resident beekeeper, Matthew Reynolds for his support in this endeavour.

### **RESOURCES: Aesthetically Pleasing and Educationally Appropriate Buildings and Resources**

With a Master Plan, Strategic Plan and new Constitution, we have all of the structures in place to support our teachers and the future of our wonderful school. We now have a plan to maintain and develop our buildings so that they will continue to meet the needs of our learning community in the years ahead. It has been an exciting process to work with the Board, Teachers and Architect to develop plans for our new Science and Maths

Innovation Centre. We have received significant Federal Government funding towards the cost of this project and expect building work to begin later this year.

Gavin, our Site Manager, has worked hard with his team of staff and volunteers to ensure our buildings are safe, beautiful and well maintained. With a full school and a very complex site, this is quite a task and I thank Gavin for his work and attention to detail in this regard over the last 12 months.

**BUSINESS: Robust Governance and Management which Supports the Current and Future Needs of the School**

The school enrolment is capped at 370 students (due to restrictions on our DA) and we have had full enrolments with a growing waiting list for the last 3 years. This is a wonderfully strong position for the school, however managing such big waiting lists has its own challenges and we have developed strong policies and procedures in this regard.

I have enjoyed working with our very stable and professional Board over the last 12 months. I very much appreciate the diligent governance work of the Board as they continue their focus on the viability and future direction of the school. I would like to thank all Board members for the time they give and the care they take in their important work. I would particularly like to thank James Dods, Chairperson, for his wonderful support, wise counsel and dedication to ensuring the school has a strong and secure future.

We have an amazing team at Cape Byron Rudolf Steiner School; dedicated, professional and caring teachers and a very skilled and committed team of support staff. I would like to thank all of our teachers and support staff for their wonderful work. I would also like to particularly thank the Management Team, Katie and Teera, for their support, advice, leadership and professional wisdom. Thank you to the parents and other members of the broader school community for helping to make our school the warm, vibrant and supportive place that it is. Finally, I would like to end by thanking our glorious students for being such inquisitive, engaged, encouraging, complex, creative, challenging, enthusiastic, thoughtful, energetic and inspiring learners. It is truly a privilege to be a part of this wonderful school

Peace  
Nerrida

## **Membership Report.**

Twelve months ago there were 45 Members of the Association. At the date of the 2017 AGM, there are 55 current Members, with 4 past Members having ceased membership (2 staff members who are no longer at the school and 2 parents who no longer have students at the school). The Board has not rejected any applications for Membership.

## **College Report**

Throughout 2016/2017 the College of Teachers met every fortnight on a Wednesday afternoon. The content of the meetings has been varied with an emphasis on the student's journey through the school from Kindergarten to Class 12.

In 2016 the focus was on individual Class Teachers/Guardians giving a presentation to the College of Teachers on the developmental stage of the child. Teachers gave an overview of the impulse of the specific age as stipulated by Rudolf Steiner and supported this with their own observations and summation of the children in their class. The lesson content covered by each class was summarised and all teachers participated in a typical activity for that age group. These sessions were practical, informative and fun. Child studies of selected pupils were also developed and presented each term and proved to be a constructive way to support students and to deepen our understanding of Steiner Education. To celebrate the 100th year of the work of Rudolf Steiner it was decided by the College of Teachers that the staff would read and discuss Steiner's Lectures, 'The Foundation of Human Experience'. These lectures have continued as a theme throughout 2017, providing insights for our discussions and informing all of our activities.

In 2017 we are revisiting the journey from K to 12 through the lense of curriculum, specifically Main Lessons and how these meet the students at each developmental stage. Teachers give an overview of the Main Lessons taught in each class and explain the relationship this has to the developmental needs of the child. A specific Main Lesson is chosen by the teacher presenting and a practical activity is offered as an experience for the College of Teachers to supplement the information provided. Furthermore 30 to 40 minutes are dedicated to Principal led discussions on pedagogical issues. These discussions enable the Principal to have a consultative relationship with the teaching staff about teaching and learning in the school allowing her to make more informed decisions. A new addition to our meetings in 2017, in response to requests from teaching staff, we have included a well-being session each term. In the last two years of College the role of College Chair has been carried by a number of staff members allowing for more collaborative work and shared responsibility.

College Chairs

Malcolm Wilson & Rachel Knight. 2016

Francoise Sauvere, Rachel Holt & Matt Reynolds. 2017