It may seem a paradox, but in order to remain faithful to a century-old educational tradition, constant change is necessary. At Little Yarra we are working to refocus our program in light of Waldorf pedagogy.

What does this mean? One important aspect is the reintroduction of Eurythmy to Class 9 this year, with plans to progressively reintroduce Eurythmy throughout the Upper School. For the older classes a bigger space is needed and one which supports Eurythmy. To this end the space that has been functioning as a library and classroom is to be reconfigured as a Eurythmy space. The library itself will be split into an Upper School Resource Centre based in the new Language Building and a separate library for younger students.

The other way in which the school has been bringing a stronger focus on Steiner Education is by reorganising the subjects offered in VCE in order to maintain the suite of subjects indicated by Rudolf Steiner. This means ensuring that subjects such as Physics, Mathematics, English, Geography, Art and Chemistry are offered. These subjects are being preferred ahead of such areas as Visual Communication and Outdoor Education. Such an approach has the added benefit that it maximises options for tertiary pathways. This policy has informed the recruitment of new staff. We are pleased to have excellent new teachers in the Upper School whose expertise matches the subject areas on which we are focussing: Simon Oats teaching English and Drama, Danielle van Groeningen teaching Art and Patricia Zwierlein teaching Mathematics and Science. Kerry Press, our new Class 1 teacher this year, has a science degree and will bring a depth of experience from her work with environmental management. It is also gratifying that other recruits into the Primary School bring added depth through their previous background and training. Annie Ball has expertise in architecture and Ben Reed has industrial experience in information technology and also teaching in remote indigenous communities.

New staff at the start of 2012 represented 12 per cent of total staff.
School keeps financial balance in a difficult year

The school ended 2011 in a sound financial position following a year of strict spending discipline. This restraint was necessary to avoid a significant deficit projected at the start of the year. However, the school's net worth increased by more than $1 million over 2011 as a result of capital grant inflows. We have been able to go into 2012 with new staff recruited to strengthen the Management Group, plans for increased spending on advertising, and a bus service for students wanting to come for secondary schooling at Little Yarra after graduating from Dandenong Ranges Steiner School.

In 2012 we are renegotiating our capital loans to provide liquidity to complete projects in the building program. We are also aiming to further improve cash flow by taking steps to speed the recovery of debt.

Illustrative details drawn from the audited accounts are outlined below.

**Recurrent Account**

<table>
<thead>
<tr>
<th>Description</th>
<th>Received in 2011</th>
<th>Spent in 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total revenue from ordinary activities</td>
<td>$4,458,755</td>
<td>$4,031,456</td>
</tr>
<tr>
<td>Total expenses (less provisions)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Cash Profit</td>
<td>$427,299</td>
<td></td>
</tr>
<tr>
<td>Depreciation, Trade Debtors, Provision</td>
<td></td>
<td></td>
</tr>
<tr>
<td>for Long Service Leave</td>
<td>$663,670</td>
<td></td>
</tr>
<tr>
<td>Net result after provisions</td>
<td></td>
<td>-$236,371</td>
</tr>
</tbody>
</table>

**Capital Funding & Expenditure**

<table>
<thead>
<tr>
<th>Description</th>
<th>Received in 2011</th>
<th>Spent in 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gymnasium (BER)</td>
<td>824,131</td>
<td>1,405,611</td>
</tr>
<tr>
<td>Language Centre (BER)</td>
<td>136,650</td>
<td>247,177</td>
</tr>
<tr>
<td>Middle School Phase 1 (BGA)</td>
<td>123,854</td>
<td>434,527</td>
</tr>
<tr>
<td>Middle School Phase 2 (BGA)</td>
<td>101,793</td>
<td>26,223</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,186,426</strong></td>
<td><strong>2,113,538</strong></td>
</tr>
</tbody>
</table>

**Debt Per Student Ratio**

During 2011 the school increased its capital debt by $400,000. The debt level at the end of 2009 was $4,480 per student. By the end of 2010 it was $3,450. By the end of 2011 it was $3,913.

This is where the money went: most to salaries and the rest as detailed . . .

**Non Salary Expenses**

- Wages & Superannuation: $3.3 million

**Details of qualifications held by staff at Little Yarra**

- Doctor of Philosophy - 1
- Master of Science - 1
- Master of Arts - 1
- Bachelor of Arts - 13
- Bachelor of Education – 9
- Bachelor of Science – 5
- Bachelor of Theology – 1
- Bachelor of Music – 2
- Bachelor of Info. Mangmt. - 1

**Steiner Specific Qualifications**

- Steiner Education – 14
- Eurythmy – 3

**Student attendance**

**Attendance rates**

Class 1 to Class 10

- Males: 92.3%
- Females: 91.6%
Management Group means brave new structure and vital role for College

While building projects changed the outward appearance of the school last year, even more profound changes were being prepared for the school’s organisational structure. The process of consultation and review occupied the first half of the year with the second half devoted to implementation and recruitment of the new Management Group.

This group will not replace the College of Teachers but it does carry responsibility for the day to day running of the school. Its members do not represent faculties or departments but each carries specific responsibilities, which, in most cases, encompass the entire school. This is a change from what was College practice where responsibility was held by the group. With the Management Group any issue becomes the responsibility of the individual member within whose portfolio the issue falls. This measure makes the lines of accountability clearer with ultimate responsibility belonging to Olga Taylor as the Group’s chair.

This restructure allowed the school to recruit two new members of staff who have brought specific expertise into the school’s management structure. Nick Williamson brings valuable experience in marketing as well as a background in business management generally. Bernie Wagg brings experience in educational management and has been charged with the responsibility of developing the program offered in the Upper School.

Continuity has been provided by maintaining Jean-Michel David as Education Administrator, Olga Taylor as Program Coordinator and Jim Taylor as Business Manager. However, along with the responsibility for these portfolios there is an authority to act in these areas.

Dana Jindra was selected for the Management Group as Human Resources Manager. As a former principal-class officer in the New South Wales teaching service Dana is well equipped for this challenging role.

As College Chair, Glenn LeemBruggen occupies a unique position on the Management Group. He effectively represents College on the Group. He also faces the task of leading College into its new role within the school. While College has given up its responsibility for executive function within the school it is still called upon to lead the school. It must do this by the moral authority generated by the depth and integrity of its consideration of pedagogical issues and the life of the school. Not so great and yet greater, and in this way Little Yarra continues to be a College run school.
Parents reject NAPLAN leaving stats meaningless

Increased numbers of Little Yarra parents withdrew their children from the NAPLAN tests in 2011 compared with previous years. Only one per cent of eligible students sat the tests. This makes the results of no statistical value. The My School Website records results only for those Class 9 students who sat last year. Generally, those students were a little above the State average: 557/566 for Persuasive Writing, 586/581 for Spelling, 600/572 for Grammar and Punctuation, 587/583 for Numeracy. The Little Yarra score is the first number in each case.

More details can be found on the Myschool website: www.myschool.edu.au

Where are they now?

There is a tradition among Little Yarra graduates to take time out after Class 12 before continuing with further study or training. The graph to the right comparing the current activity of students from the last two years clearly indicates this. This often involves a period of travel. Although these students are listed as undertaking a gap year, two of them are working overseas. We have former students studying at Melbourne, Monash, LaTrobe, Deakin, RMIT, Swinburne and the Catholic University. We also have a number of students undertaking TAFE courses or apprenticeships. The graph is expressed as percentages in order to compare classes.