

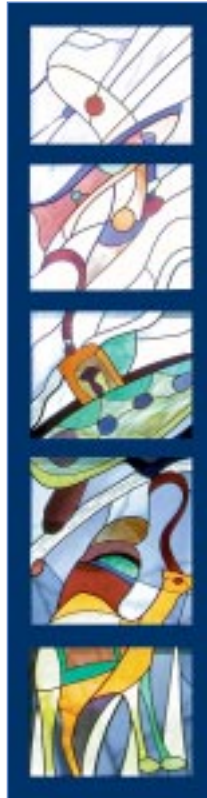
The Way Forward — The Walford Way

A snap-shot of our future directions
October 2004



Our values

Walford aims to provide the finest education for girls through rigorous and challenging teaching, an extensive and varied co-curricular program and a supportive and encouraging Christian environment.



Walford is committed to

- > encouraging excellence in the intellectual, cultural, physical, social, moral and spiritual development of each student
- > enabling the development of each student to her fullest potential and encouraging a delight in enquiry, learning and achievement in all fields of endeavour
- > valuing the uniqueness and contribution of all members of our community and encouraging the development of self esteem in our students
- > making known the Christian faith and encouraging a desire to adopt a Christian way of life
- > providing the highest quality service to our students and to the community
- > being sensitive to the wellbeing and development of our staff

We promote these values by

- > providing a safe, caring and supportive family environment
- > providing a broad curriculum with a variety of challenging and enjoyable learning experiences appropriate to each student's level of development
- > fostering optimism, courtesy, tolerance and generosity to others
- > promoting and developing Christian values, confidence and self-discipline
- > demonstrating a high degree of competence and strong ethical standards in all we do
- > presenting a positive, coherent school image derived from a clear understanding of our responsibilities and purpose

Plans for a better Walford experience

As a leading girls' school, Walford has built its reputation on providing the finest education for girls. Its Headmistresses have realised the important values behind such an education and made the School in many ways an extension of family. Girls know that they belong at Walford and over successive generations the School has provided useful services to school families to strengthen this sense of security.

Walford's strong family ethos has been a feature of the School since it began over 111 years ago in the home of its first Headmistress, Miss Lydia Adamson. It has characterised the way the School has approached its operations and its development over many years. We like to think of it as 'the Walford Way'. It has yet again been the focus as we have determined our path forward.

To ensure continuous improvement, the School has undertaken regular reviews of its practices. Our most recent review encouraged us to plan a number of initiatives that will improve what we do, both in relation to our girls and to their families. Today's families face difficult day to day challenges and manage a multitude of responsibilities and we are looking at ways to assist with these.

The initiatives planned for Walford are outlined on the following pages. These have been carefully considered and largely driven by valuable feedback gained from our stakeholders - parents, students, teachers and alumni. Wide-ranging consultation and planning has taken place to ensure that we not only safeguard our existing strengths, but develop a way forward that supports current and future Walford families.

While detailed plans are yet to be finalised we are delighted to provide a snapshot of what is ahead of us with a promise to provide regular updates and further details early in Term 1, 2005.

This is the beginning of one of the most exciting phases in Walford's long history. We look forward to 2005 and beyond with great enthusiasm and confidence as we continue to work together to build a better Walford experience, the Walford Way.



"Our most recent review encouraged us to plan a number of initiatives that will improve what we do, both in relation to our girls and to their families."

Helen Trebilcock
Principal

Richard Krantz
Chair of the Council of Governors

How did we get here?

Many of you provided feedback through our School's independent survey commissioned by the Community Relations Sub-Committee late in 2003.

The Strategic Planning Sub-Committee then considered the key recommendations of the 2003 survey in conjunction with Walford's core values and the strategic aims outlined in the '100 plus 10' document (published during the School's Centenary in 1993). Feedback from new parents and outcomes from the Council's Planning Conference in 2003 were also considered.

The close alignment of a number of initiatives and views established in these sources formed the basis of the recommendations examined by the Finance Committee and then debated by the School's Council of Governors at its 2004 Planning Conference.

In conjunction with this process, the School has consulted with a number of advisers, including architects, Unley Council and our financiers to develop a plan that is now ready to be announced to the broader Walford community and other interested parties.

Thus the way forward for Walford will be clarified, at least for the next 10 years.



How are we going?

What the 2003 survey found

In summary, the independent survey affirmed many of the cultural strengths of our School, which are fundamental to our Christian tradition and provide an effective learning environment for our students. These included:

- > a relaxed, open and nurturing environment
- > sense of community and family values
- > a tradition of being highly regarded as an academic girls' school which develops confident, capable young women
- > outstanding teaching staff members
- > a diverse co-curricular program.

Survey findings also highlighted strong, common messages about areas that we need to improve. These included:

- > the importance of an enclosed fitness centre for the use of the girls and the Walford community
- > the development of more lawn spaces for Middle School girls
- > the need to improve the back entrance of the School
- > changes in direction for boarding, including its extension to local families
- > programs for improving the wellbeing of our girls
- > a need to protect our sense of community and Christian values
- > the value of expanded after hours care and vacation care services
- > greater use of email and our website for communication
- > a need to improve parking and the flow of traffic.

As a result, in 2004 we enhanced services being offered to Walford families by:

- > implementing before school care services in the Junior School
- > extending the vacation care program
- > clarifying pathways of communication for parents
- > working more closely with parents on adolescent and child health issues.

While these programs have met with wide support there are many more improvements we are eager to make.

What's ahead?

The next, and subsequent phases of our exciting development program are also aimed at focusing on a better and more cohesive approach to enhance the 'Walford experience' for all concerned. In essence this will require capitalising on our prime location and developing its full potential.

The proposed building and enhanced service offering will result in:

- > a more integrated and safer community for our Junior, Middle and Senior School levels through the relocation of our boarding facility to the central school campus
- > more grass and play areas for Middle School girls and improved landscaping and pathways to link areas
- > new, contemporary student accommodation facilities that will increase the number of boarders we can house and also offer a flexible accommodation service to cater for stays from one night to years of school life
- > building a health and fitness centre that will give the girls opportunities to promote a more balanced and healthier lifestyle
- > expanding the opening hours of the Senior Information Centre, enabling the girls to better utilise their time for study and co-curricular school activities, and providing parents with greater flexibility as they organise their busy lives
- > introducing after school tutor support services for students on campus
- > improving our school working environment and facilities to strengthen our ability to attract and retain the best teaching and management staff possible
- > providing transport for Walford teams to some of the School's co-curricular activities, such as designated sporting ovals
- > adopting a more environmentally and resident friendly approach to managing Walford traffic by building under-croft parking and introducing more efficient collection zones
- > creating a contemporary, relaxed, dine-in café that will be open long hours, with a mouth watering menu available to the whole Walford community
- > instigating adventure camps and related co-curricular activities
- > developing more co-educational projects with suitable brother schools
- > updating our summer school uniform
- > introducing more popular, healthy menu items to our Tuck Shop menu
- > providing additional professional information sessions that focus on stress management for students and their families
- > providing opportunities for new revenue streams through the ability to hire out new facilities, such as accommodation facilities, during school holiday periods.

When does the journey begin?

Some of the initiatives are already well underway.

The Senior Information Centre will be open until 6.00pm each afternoon from the beginning of Term 4 for Middle and Senior School students. Planning is well advanced for 2005's adventure camp program and student and staff feedback on our current summer uniform has been reviewed with design proposals undergoing evaluation. A number of the other non-building initiatives are expected to be in place early in 2005 and you will hear more about them in due course.

The first major phase of the building program (approximately 12 months) is anticipated to commence mid 2005 and will include new student accommodation, café, under-croft parking, music facilities and Middle School play area, all on site at the Unley Road campus. Boarders will remain at the existing Commercial Road boarding premises until completion of the new building.

The café will double as a dining room for boarding students as well as significantly increasing our current Tuck Shop capabilities during the day and evening. A commercial kitchen on-site will also create additional training opportunities for our girls.

Providing purpose-built music rooms to cater for the increasing number of students participating in our extensive music program is becoming essential and this new facility will be incorporated within the first stage of the development plan.

Subsequent phases, including a new health and fitness centre, new art/design facilities and significant landscaping works, will be targeted after 2006.

Where will the money come from?

Walford Anglican School for Girls Inc & Walford Foundation Inc Combined Statement of Assets and Liabilities as at 31 December 2003

	2003 \$'000
ASSETS	
Cash at Bank	232
Funds on Deposit	1,280
Receivables	305
Inventories	113
Property, Plan & Equipment	16,801
Total Assets	18,731
LIABILITIES	
Creditors & Borrowings	3,818
Provisions	577
Other	19
Total Liabilities	4,414
NET ASSETS	14,317
ACCUMULATED CAPITAL FUNDS	
Accumulated Net Assets (including Buildings)	13,908
Trust Funds	370
Reserves	39
Total Accumulated Capital Funds	14,317
Valuer General's Value Land & Buildings 2003	12,752

Cash Flow Report

	2003 \$'000
CASH INFLOW	
Tuition	6,300
Boarding	451
Grants - Commonwealth	1,272
- State	586
Net income from Ancillary Operations	250
Other Income	64
Donations	38
TOTAL CASH INFLOW	8,961
CASH OUTFLOW	
Salaries & Related Costs	5,524
Operating Expenses	2,337
Interest	236
Capital Expenditure - Equipment	184
- Buildings	740
Movement in Operating Assets & Liabilities	63
TOTAL CASH OUTFLOW	9,084
DECREASE IN CASH HELD	123

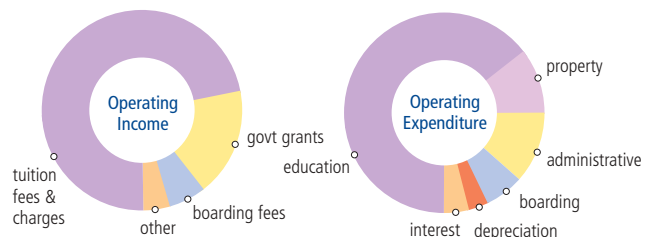
The initial phase will be largely funded through the sale of the existing Boarding House land located on Commercial Road.

Building a health and fitness centre will be a major undertaking. We will need significant support from our community to assist with this part of the plan and will commence a fundraising campaign in 2005. This is a project that has been in the wings for a long time and one we hope will generate an enthusiastic response from Walford families and friends. The sooner we can raise the funds, the sooner we will be able to create a facility we have been looking forward to for some time.

Over recent years Walford has spent considerable money providing some of the best-resourced education facilities in South Australia. Most of this money has come from fundraising programs and fees along with prudent financial and project management. No capital funding has come from the government, either State or Commonwealth, with only one capital appeal mounted in the last 11 years – to create the Centenary Information Centre.

We cannot expect any government support in the future. It will be up to us as a community to meet the challenge of completing this part of the project. The efforts and support of many people will be needed to ensure that this phase of our plan is successful so our girls, their families and other members of our community can benefit in the years to come.

Walford has a history of successful major capital development and we are in a sound financial position, ready to embark on this next pathway. The information here, summarised from our audited Accounts for the 2003 year, demonstrates that solid base. We have conscientiously managed our capital commitments and debt servicing costs to achieve previous development plans and are confident of our capacity to continue to do so.



Why stage the development?

We need to stage this development to ensure that we:

- > maintain a productive operating environment at all times for our school community by minimising disruption through careful planning and timing of building works
- > minimise disruption to local residents and retailers
- > manage our finances effectively to ensure we self fund works where possible, focus on enhancing our school's long term viability and stimulate additional income from sources external to the Walford community
- > scope and implement effective fundraising programs to assist with planned subsequent development.



Giving to grow...

The next steps

Once consultation with all stakeholders has been completed, plans for the first major stage will be finalised and submitted for Unley Council's approval. We will provide you with more detail including illustrated plans so you can visualise how it will all work and look. The School is working with our architects and Unley Council to ensure that the historical significance of Walford is upheld while our new developments complement more recent building works over the past decade.

We will keep you informed ahead of key developments on a regular basis. In addition to updates in our Newsletter, we will be making greater use of our website so you can access information at any time convenient to you. A report on our progress will be provided on Speech Night and our next publication will be sent to you early in 2005.

In the meantime should you have any questions please telephone Jenni Paynter, the Director of Administration, on 8373 0780 or send an email to jpaynter@walford.asn.au.

Council Committees

Council of Governors

Richard Krantz (Chair)
Margaret Adams (Deputy Chair)
Helen Burge
The Venerable John Collas
Julie Meeking
Peter Myhill
The Reverend John Stephenson



Finance Committee

Julie Meeking (Chair)
Helen Burge (Deputy Chair)
Margaret Adams (Deputy Chair of Council)
Richard Krantz (Chair of Council)
Helen Trebilcock (Principal)
Jenni Paynter (Director of Administration)



Community Relations Sub-Committee

Margaret Adams (Chair)
Richard Krantz (Chair of Council)
The Reverend John Stephenson (Governor)
Helen Trebilcock (Principal)
Wendy Dowd (Head of Senior School)
Jenni Paynter (Director of Administration)
Libby Emery (Director of Public Relations & Admissions)
Mike Giffen (Director of the Foundation)
Bronny Sam (Foundation Board of Trustees)
Jenny Blackwell (Old Scholars' Association)
Gay Illingworth (Parent-Teacher Association)
Anita Leak (Teaching Staff)



Strategic Planning Sub-Committee

Peter Myhill (Chair)
Richard Krantz (Chair of Council)
Helen Trebilcock (Principal)
Margaret Taylor (Head of Junior School)
Andy Lathlean (President of Walford Foundation)
Jenni Paynter (Director of Administration)



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