



Stanford Lake College

HEADMASTER'S REPORT FOR THE BOARD MEETING OF THE LETABA EDUCATIONAL TRUST OF AUGUST 2009

Dear All,

It is hard to believe that a year has passed since my first written report to the Board.

In his book, *Leadership Wisdom from the Monk who sold his Ferrari*, Robin Sharma shares his insight on true success by citing Emerson while he is standing on the summit of Mount Percival:

'To laugh often and to love much; to win the respect of intelligent persons and children; to win approbation from honest critics; to appreciate beauty; to give of one's self, to leave the world a bit better, whether by a healthy child, or a garden patch or a redeemed social condition; to have played and laughed with enthusiasm and sung with exultation; to know that even one life has breathed easier, because you have lived, - that is to have succeeded'.

This quote seems very pertinent when I mull over Alf's retirement and Ed's end of tenure, both valued Trustees who have served our College with great distinction over a lengthy period. I would like to thank you both for your successful contribution.

HR issues

- Mr. Weber and Mr. Moretsele will leave us at the end of this year. I have contracted Mr. Steven Willson for History GR. 8-12. Steven has proved to be a teacher with great potential in the first two terms of 2009 and will be an asset to the College.
- Interviews to replace Mr. Noné have started during the week.

Academics

Mr. Jack projects excellent Gr. 12 results, expresses concern over the current Gr. 10 group and explains the academic intervention for this particular group. (Please peruse the academic outcomes in Annexure A.)

Sports

Mr. Gumunyu reports that we had an outstanding winter season (Annexure B).

Culture

Mrs Hollestein and her team are doing excellent work. We are looking forward to an unforgettable production (Annexure C).

Outdoor Centre

The Dad centre is continuing with its high service delivery. According to Mr. Quibell, the Centre is very busy with preparations for the upcoming Treks, the Adventure Weekend for Gr. 8's and the Adventure Challenge for Primary Schools (Annexure D).

Administration

Mrs. Painter reports that the College will begin the implementation of the EduPac system in October (Annexure E).

Boarding

Mrs. Painter also reports that our house parents are performing well. (Annexure F).

Business Philosophy and Budget 2010

Please peruse the attached documents (Annexure G).

Kind regards

Johann Ueckermann (Headmaster)

Annexure A

ACADEMIC REPORT: TERM 2: 2009

For the first time, the June exams were written up to the last day of term, were marked over the holidays and reports were issued at the end of the first week of Term 3. This was done to give an extra week of teaching before exams began. However, the staff found it to be an unsatisfactory arrangement. The extra week of teaching before the exams does not appear to have had any impact upon results at all. It is not ideal starting a new term and having to use time to complete reports. Also, going over exam scripts with student's weeks after the exams had been written was not ideal – it is too long after the writing of the exams. Some Gr. 12's stated that they would have liked to have sent their June reports off to universities during the June holidays which they could not do. The staff is unanimous that starting exams a week earlier and issuing reports at the end of Term 2 is a more academically effective arrangement. It also allows for a Parent meet Teacher meetings on the last day of term.

The June exam results were, on the whole, quite pleasing. The Grade 12's are well-placed to deliver the academic targets that have been set for 2009. There were some outstanding results at the top end and the competition here is fiercer than ever before, with about 7 pupils vying for top spot. At the other end of the scale, there are some concerns, particularly 3 Maths results and 1 English result, but we are confident that these pupils will improve upon their results in the final exams. The Grade 12 teachers will be in their classrooms every afternoon, except for Fridays and the days on which they are helping with Roots of Rock, from 15h00 until 16h30 to allow pupils easy access to them in the run-up to the Prelim exams. If this proves to be worthwhile for the pupils, it will be repeated in the run-up to the final exams.

Our Grade 11 results were particularly pleasing and this group has shown good development over the last 12 months. After the June exams in 2008, we were only able to make 1 Full Colours award and 4 Half Colours awards. This year the Grade 11's received 1 Honours award, 4 Full Colours Awards and 8 Half Colours awards.

The Grade 8 & 9 results are pleasing but we do expect some improvement all round, as these pupils mature and develop.

The Grade 10 results are great cause for concern. Their averages are consistently the lowest in the school and it is clear that, generally, they are not working to their potential and have a poor work ethic. An intervention strategy has been put into place and, amongst other things, the Grade 10's will write a 2 hour Maths/Maths Lit exam on Monday 31 August and a 2 hour English exam on Tuesday 1 September. The intention here is to give them an opportunity to show an improvement in these two subjects. They have been challenged to aim for a 5% improvement in both exams. The staff has been asked to monitor their work ethic closely over the next two weeks. If necessary, individuals will be taken out of the extramural programme to concentrate on academics in the afternoons. So, too, individuals may be kept at school in the week of the Grade 10 tour if this becomes necessary. Grade 10 pupils who only joined SLC at the beginning of the year have written the Human Progress Management Tests that the other Grade 10's wrote last year. Grade 10 parents have been informed about the intervention and the response from parents and pupils has been encouraging.

The flu epidemic in the week before the mid-term break has had a minor impact on the completion of Grade 12 syllabi before Prelim exams but it is not cause for concern.

During this term the Grade 9's have written the IEB Core Skills Tests and will write the International Benchmarking Tests in Maths and English in September.

Seven staff members have been accepted to mark Grade 12 papers at the end of the year. The three Deputy Heads will attend the ISASA Deputy Head's Conference at St Anne's in Hilton in early September.

At an awards assembly on Friday, 14 August, we were able to make 36 academic awards based on the June results. This included 3 new Honours awards (1 Grade 11 and 2 Grade 12's) and 4 re-awards of Honours in Grade 12, 4 Full Colours awards, 12 Half Colours awards and 13 Brains Bar awards.

We are very fortunate to have the calibre of staff we have at SLC and they must be commended for their hard work and dedication to the academic success of our pupils.

I have attached some statistical information for your interest.

D. Jack

Annexure B

SPORTS REPORT: TERM 2

Stanford Lake College sport has continued to grow and success was recorded in many areas.

The u/14 Girls Hockey team was involved in the Noordvaal Knockout competition, and reached the quarter finals. The Rugby 1st XV won the Limpopo Small School Championships, beating Eric Louw in the finals. They were knocked out in the Quarter Finals of the Beeld Trophy.

Golf has continued to grow at Stanford. We regularly field three teams at all competitions. The B team won their league and also clinched the B section trophy at the recently held Inter High competitions held at Hans Merensky. The A team finished 2nd and the C team was unlucky not to win their division, losing it by one point.

Cricket season is underway and we are involved in A League fixtures at u/19 and u/15A levels, while the u/15B team are unbeaten so far in the B section.

Both our boys and girls team have done well so far with the 1st soccer team finishing 2nd at the annual Northern Academy Tournament. The girls will participate at the International School of South Africa later in September.

Our MTB team is out every weekend with lots of individual success there.

Sailing and Fishing is well and alive but we need staff to supervise the pupils who go out to these activities.

The boys' tennis team will tour Sun City and participate at the Wilson Challenge tournament for Independent Schools. Over 30 schools will be involved.

The Swimming Gala will be held on Wednesday, 30th September.

Maintenance and upgrading of the fields and facilities is an ongoing exercise. Wik and his team have done a fantastic job in this area and I thank them for that. However, we urgently need a wicket pitch cover in order not to lose fixtures due to wet conditions.

We are most likely to host the Athletics Competitions at our grounds next year. Time will be spent preparing the fields. Athlete's pre-season conditioning will be underway shortly.

The school can be proud of what we continue to achieve on the sports scene; however, coaching staffing is a serious concern. I hope this can be addressed in the near future.

P. S. Gumunyu

Annexure C

CULTURE REPORT TERM 2 [SO = Sarah-Jane Olivier; KW = Karel Weber]

The experienced DEBATING team made it through to the quarter finals of the league. The novice team made it through to the semi-finals of the league. Both teams did very well indeed. (SO AND KW) Ashleigh Keller and Ayden-Skye Wolff took part in the provincial finals of the ROJAC competition. They performed very well, with Ashleigh unofficially being the runner up. (This was not announced as the club did not have enough sponsors for prizes – we were informed of this privately by the judges) (SO AND KW) DRAMA CLUB was a resounding success with over 60 pupils taking part. All six plays were performed on the Thursday night for the school. Five were performed on the gala evening. Awards were handed out for Best Actor/Actress, Best Supporting Actor/Actress, Most Promising Actor/Actress, Best Director and Best Play. The tickets for the gala evening were sold out and we received a lot of support from the parents. (SO AND KW) The entries for the ENGLISH EISTEDDFOD are in, a number of the items have had afternoon practice. The competition will take place this coming Thursday, Friday and Saturday. (SO) JUNIOR ENGLISH INTER-HOUSE PUBLIC SPEAKING took place last week. We didn't have as many participants as we had hoped for due to the flu outbreak. Loomis won and Fenwick came second. The best speaker was Mpho Dagada. Senior English Inter-House was scheduled to take place this Wednesday during culture. Unfortunately, due to soccer matches, it will have to be moved as too many people involved in the competition will be away playing soccer. We are currently looking for a more suitable time. (SO) The AFRIKAANS SENIOR TOESPRAAK KOMPETISIE had a very successful and enjoyable evening. The competition was stiff and a high standard was maintained. The adjudicators agreed that our Afrikaans Department sets high standards and the average of Afrikaans marks in the school is something of which to be proud. Lizanne Steenkamp won with both an excellent prepared and unprepared speech; Stephan Bezuidenhout came second and Jaco Brummer third.

AFRIKAANS EISTEDDFOD (SDP)

AFRIKAANS JUNIOR TOESPRAAK KOMPETISIE (SDP)

A WRITERS SCHOOL: MEDIA AND PUBLISHING WORKSHOP will also be presented to the students this term. (Estie Fenske) The UPGRADING of EQUIPMENT in the BARNYARD has been progressing a little slower since May, as we needed to send the old mixer in for repairs again. The small mixer in the Barnyard is currently on loan from DRG Services. Our mixer came back and had to be sent in once again. It also transpired that the old dimmer packs were not functioning properly and had half of the connections not working. The dimmer packs were removed and also sent in for a check-up. Dimmer packs cannot be repaired, and we would need to spend about R 8 000 to upgrade to functioning with especially modern equipment. It is cheaper to start from scratch with new dimmer packs. There is still some money left in the 2009 budget for the upgrade, which will now be spend on equipment for very basic functioning stage lights. A dim switch has also been installed to operate safety lights and street lamps to the desired effect on the ground level in the Barnyard. One I-color and controller to the value

of R 6 000 has been sponsored by DRG Services. (EH) GUITAR AND DRUM LESSONS are progressing well. Mr. Mocke's classes have now been moved to Mrs. Hollestein's office in the dad centre, to accommodate Roots of Rock practice in the Barnyard. Students have no practice facility currently. (Elizabeth Hollestein) Mr. Pretorius currently has 10 students in PIANO AND MUSIC THEORY. Classes have also been moved to the music practice room up at school to accommodate the production. The Music Eisteddfod has been scheduled for 16 October and will be held in the Barnyard. Unfortunately this is also the week of the SLC tours and treks. (EH) RESPIRO VOCAL LESSONS are currently on hold, as Respiro Studio is assisting with the coaching of vocals, solo choreography and vocal mimes for the production. All the girls doing vocal lessons have formed a promising vocal group. (EH) SLC participated in community service and organized a lunch hour concert at KASKAR day at the Eiland. In collaboration with the KASKAR committee, the 4 participating High schools were presented by 2 students each, every student performing 1 vocal solo. Marinus Gubitz in Grade 9 acted as MC. (EH) ROOTS OF ROCK SCHOOL REVUE PRODUCTION scheduled for Wednesday, 16 September, seats cinema style, and Thursday, 17 September, Barnyard style. Marketing and ticket bookings start this week. Recordings have been made of students singing, and a choreography workshop has been presented to the students. In the week of 24 August, Respiro studio will assist with solos. Costumes are being hired from Hollywood Costumes. The weekend of 11-13 September will be a closed weekend for all ROOTS OF ROCK participants. Sponsors need to be found to assist with the costs. Students will each pay a costume fee. The production week of 14-18 September will also be a CULTURE WEEK. Extra activities planned for this week include a Spelling Bee, Writers Competition (Media and Publishing), Chalk Painting and an Art Exhibition. (EH)

ANNEXURE D

DAD CENTRE

The **Academic programme** continues to focus the students on the SMART outcomes. The focused time on Tuesday, Wednesday and Thursday helps maintain good implementation. However, the time is short and the syllabus has had to be reduced. Managing the timetable is also difficult but has been addressed with some success. Students enjoy the programme and grow as a result of it, especially the risk-taking adventure activities. This is highlighted on treks, which the students enjoy tremendously. We have had successful treks this year and we have 3 more to go. The Gr 8 Adventure Racing weekend will be the usual eye-opener into the world of adventure racing for the students. Both the Gr 9 adventure camp and the Gr 8 trek to Serala are planned and within budget. Due to the loss of our GAP student, we will have to hire one guide for the Gr 8 trek to Serala.

The President's Award programme is ongoing with all Grade 8's, 9's and 10's enrolled and time is being spent getting the books ready for grading. (There could be up to 180 graded this year) We have 6 Silvers and 4 Gold standards being graded. It would add value to the programme if it were adopted by Life Orientation to add consistency through all the grades.

Adventure sports continue to grow and we have many more cyclists than ever before. The necessity for a bike shed has become paramount and an upgrade on the big red trailer is essential. Our results from the Inter-High MTB series in Gauteng have been very good. Adventure Club ensures that the non-adventure students can ease their way into adventure activities. Adventure racing started off well with a number of small sprint races and the Limpopo 50. Stanford Lake College did very well in all the events they have entered so far this year. It has been disappointing not to do more Adventure Racing within the Transvaal but it has been compounded by staffing, expenses and timing. We might not be travelling down to East Coast for the SA Schools 120. We will look for a more local event. The Adventure Challenge for Schools is well underway in its planning and Edna Kirstein has come to join the team again to drive the administration. Coca-Cola in Polokwane is keen for a sponsorship arrangement, providing all our branding.

There has been only one extra **trip** conducted this year to the Orange River in March. We hope to walk the full Drakensberg escarpment in 2010, which will be a 14-day trip and will take a week from school and holiday time to complete it. It is hoped that another big mountain trip to Europe to summit Mt Elbrus would be possible in 2011. Staff training and Assessment has been difficult to implement due to pressure on extramural commitments from Centre staff. We have had some first aid training but nothing with any qualification base.

The **waterfront** is well utilised, with students involved with socialising, sport and relaxing. As summer approaches, more students will take to the lake to enjoy kayaking, swimming, boarding and rafting. The archery range is being upgraded and the decks need to be redeveloped.

The directive to consolidate the *dad* Centre to focus on Stanford students is complete. Has the time come to reach out to those less fortunate than us, and develop their adventure sports and technology?

ANNEXURE E

ADMINISTRATION

A decision has been made to change the computerised school management system from the present supplier, EduAdmin, to EduPac. The two main reasons for this are that we are presently using very few of the features offered by EduAdmin and the system does not offer a timetable package, as well as the fact that training is very expensive and the back-up services provided are not adequate. EduPac was chosen because it offers everything that we currently use as well as a library package and a timetable package but the most attractive feature was that fact that the service provider can gain remote access to our system and problems can be fixed on the spot. The school has used EduPac before but changed when we switched over to computer generated reports and Ant de Boer was familiar with that system [he was the person tasked with implementation].

EduPac will submit a timetable for the change-over and Alf is presently looking at how we will go about paying for the change-over, which will begin in October to be ready for the start of school in 2010. Bridget Painter will put together an implementation plan.

ANNEXURE F

BOARDING

The stairs that were constructed to give access to Lakeside have made a huge difference. They provide a gentle walk down to the next level which is perfectly manageable for pupils with suitcases. Thank you to those responsible.

At the end of last term, Candice Dickinson left Lakeside. We would like to record our thanks to her for the great job she did in developing relationships with the girls in the time that she was there. Her departure necessitated a reshuffle of the duty staff. Shirley Jack, who used to alternate duty nights with Wendy Willson in Shower House, has moved to Lakeside to do duty one night per week. Estie Fenske, who did one night's duty in Ken Shuter, has also moved to Lakeside and Antoinette Sauermann, who used to do one prep duty in the dining room with the boys, has taken a night in Ken Shuter. With Steven Willson having left and Antoinette being redeployed to the girls, there are not enough male members of staff to supervise a junior prep session in the dining room. The juniors have been moved back to their own boarding houses for prep. The Senior House Parents involved are monitoring the situation and the Matric leaders now have to take responsibility for keeping order in the houses during prep time, which is their duty. The situation will be evaluated at the end of the term.

A fire drill was held for all boarding houses on Wednesday, 12th August, at 9:00 pm. The pupils were all very good about doing what was expected and evacuated the buildings in good time. Some problems have been identified with setting off alarms at will. These issues and the issue of access control to the boarding houses for security purposes will be discussed in the Health and Safety meeting.

The floor tiles have once again begun to lift in Ken Shuter.

Annexure G

BUSINESS PHILOSOPHY: 2010 BUDGET

INTRODUCTION

It was a considerable achievement to have maintained a balanced budget in 2009 (we have, however, under-budgeted for Marketing and Sports), but it was made clear during the last budget cycle that the College will face a major financial challenge in 2010 and later years.

Over the past few years our ability to produce financial forecasts that reflect future budgetary requirements has become increasingly accurate. Testimony to this is the excellent audit report for the previous financial year.

I would like to thank our Bursar, the Resource & Finance Committee and the EXCO for this splendid achievement.

Purpose of this document

To set out a comprehensive framework of action that will be capable of delivering an affordable budget in 2010.

Economic meltdown realities

We are all aware that SA's economy has slipped into its first recession in 17 years, shrinking 6, 4% in the first quarter of this year, its steepest fall since 1984.

According to SACCI, business confidence remains sensitive and each month there are areas in the business environment which show vulnerability to the prevailing economic conditions. In addition to economic conditions, business disruptions caused by strike actions and service delivery protests contribute to a tense, volatile business environment. Such activity will further dampen business and investor confidence and will undermine growth prospects and job opportunities at a vulnerable stage in the business cycle.

Given the depth of the recession, rising unemployment and the battle for maintenance and protection of weak economic activity levels, there are growing irreconcilable demands on the economy. SACCI is of the opinion that the economy may be at a tipping point and will be adversely impacted if not appropriately managed and if restraint is not exercised in respect of the aforementioned demands.

South Africa has recently shown some signs of resilience to financial stress. The improvements in the rand exchange rate, consumer inflation and producer deflation, and the lower prime overdraft rate will ease the "pains of the recession" and provide the basis for an economic recovery.

Lower interest rates will prevail. This will help to spur domestic spending as they feed into the economy next year.

These realities will all have an impact on our business for the financial year to come. All sectors have contracted at a record pace. Our current and future customers undoubtedly feel the pinch!

2010

We also need to take into account the 2010 Soccer World Cup. A team might be hosted on the mountain and it has been suggested that they should use our training facilities. This could be quite a windfall for the College and the community. Magoebaskloof Hotel is, however, one of 50 hotels on the list and the final result will only be known in February 2010.

STRATEGIC SUCCESS FACTORS

Succession: Bursar

The new Bursar should have been totally involved in the budget process. This will have given him/her a clear insight into the workings of the College and Lakeside and the issues of consequence and the impact of the variables.

However, all participants in the budget process will have to take cognisance of this and motivate their budgets explicitly. Proper notes should accompany budgets. This will enable the new bursar to cross reference comprehensively.

It will also be critical that the Resource & Finance and Audit committees assist and to a certain extent, mentor, the new bursar in their areas of responsibility and expertise.

Business vision

The 2010 business plan will be the second to support the execution of the 5-year Development Plan (2009-2013), now extended to 2010-2014. It is of outmost importance that all participants should take note of the action plans and identified projects in the latest draft and then budget accordingly. Equally important, issues that have a medium to long term horizon should be addressed and in this regard the Board must take the initiative in setting strategic direction.

Tactical success factors

It will be vital to keep the school fees increase below the inflation rate, failing which we face the risk of Stanford becoming unaffordable to our current target market. This will be very acceptable to our clients.

IMPERATIVES

The business plan will have to address the following:

Blue Sky Thinking 2010

To align the strategic plan and its annual action plans, the 2010 EXCO will attend a strategic *Bosberaad* in September 2010.

Human Resources

Staff remuneration, according to our Benefits Policy should be in the 50th percentile of the ISASA scales. Labour demands in the government sector might influence this decision in future. A recent audit has indicated that the majority of our staff falls within this parameter. We will address the remuneration of those staff outside these parameters. NAPTOA presented its case for a general increase in July. This included a 15% general increase and also the revision of medical aid subsidy and the housing allowance. On 1 April 2009 a salary progression of 1.5% was paid to educators. In future, salary progressions will be 1% per year. If the union succeeds, this will put our senior educators at a disadvantage. Recent

comparisons indicated that our cost to company package is already behind that of a senior state school teacher. However, the overriding principle in making salary awards will be to reward performance.

We will address the benefits of boarding house parents and evaluate the benefits and responsibilities of other staff living in school housing or on school property.

The College will adhere to the HR plan for 2010.

Training (Assessors, Moderators and Leadership development) will be high on the list of priorities, as will specific skills development/improvement.

We will also develop two GAP year adventure instructors, giving them opportunities to experience education in all its facets – teaching, coaching, leading, and doing duties as assistants, hard adventure instructor skills and implementation of the SMART philosophy.

Training of *dad* Centre staff will be kept on track by providing relevant training in river and mountain skills, first aid courses and adventure sport.

We will also train and develop our service staff.

We will improve the skills of educators in sporting and other extramural activities.

We will systematically and rigorously assess staff performance, improve assessment processes and take action where shortcomings or deficiencies are highlighted.

We will address the imbalance of staff contribution to both the academic and extramural programmes and thus improve our effectiveness ratios.

We will continue to conduct surveys with similar schools to benchmark areas critical to the success of the College.

Physical Resources

There are areas that have deteriorated due to the passing of time, usage, building and other activities. The most significant of these are the main entrance road to the College, the roads leading to, and parking areas at, the sports fields, the lake area and other general roads and pathways. In addition, the hockey and cricket fields are not up to the standard that Stanford professes to uphold. Attention will be given to these in the business plan.

The inclement weather during the summer necessitates the enclosing of the *dad* Centre. An extra classroom, albeit primitive, is needed for the *dad* programme.

Other projects should include the optimal use of Shower House and the Annexe.

We will also take into account the much needed ablution and change room extensions to “The View” facility.

The application to the Lotteries Board to build a fitness centre at the swimming pool will be actively pursued.

A number of our vehicles are due for replacement and the composition of the fleet will be addressed as a matter of urgency, taking into account the increased numbers needing transport and costs of hired transport.

Past business plans have not taken into account the building priorities as identified in the Master Plan. However, as items such as the prefabricated classrooms have now reached their "sell by" date, these matters will be given attention, together with the relevant funding plan.

Refurbishing the Founders boarding house over a two-year period has become essential. We have spent millions on girls' boarding houses but have not improved Founders for a number of years.

The numbers of boys in the two sections of Founders should be evened out so that the two houses are the same size. This is easily done by repositioning the sliding partitions in the corridors. These partitions are unlikely to be moved again in the foreseeable future. All of the termly boarders will be placed in Founders South. This will facilitate control of the boys over weekends, but means that one of the duty parents will be required to sleep in every weekend. A room in Shower House will be used for this purpose by those not living on campus.

As problems were experienced with the electrical power supply this winter, it has been decided to fix one panel heater in each room in the boarding houses, thus reducing the electricity consumption by as much as 5 times less than that used by plug-in fan heaters. This will also cover heating issues that would be raised should the College decide to let out the girls' boarding houses to soccer fans during the 2010 World Cup.

The Barnyard sound and lighting upgrading project will be completed.

We will refurbish two decks at the lake area for recreational purposes for students, furnished with heavy duty benches. A bicycle shed has also become a necessity.

The Master Plan proposes the use of the current staff room/kitchen/administration area as a student centre. We will start this process by moving the staff room to Shower House and converting the old staff room into a dining room for the Gr. 12s.

Maintenance

The Estate Manager will prepare a short- and medium-term Maintenance Plan covering all facilities (lake area, school buildings, boarding facilities, sewerage system, roads, sports fields, and electricity supply and water reticulation). (Please peruse Annexure H.) The Master Plan has indicated a number of maintenance problems that exist in the older buildings and we will address these as a matter of urgency. The expenditure will be prioritised and distributed over the period.

Academic Administration

The academic administration management system will be changed to another service provider from 2010. This will be introduced under the supervision of the Deputy in charge. The new system will require “buy in” from all staff and the support and encouragement of top management.

Technology

The Smart Board programme will be extended by another three units. These units will be used in the Languages and Economics classrooms. Appropriate training will be provided.

IT

The IT Department will audit the existing technology and budget to recycle and replace technology over a three-year period.

Policies and procedures will be established for the greater use of laptop computers in academic work and the boarding houses.

Environmental issues

The Master Plan has proposals regarding the pedestrian link between the classroom blocks and the Barnyard. It also suggests a formal scent garden and the planting of trees.

This will be included in the roll-out of the development plan and the Estate Manager will budget resources as part of the drive to make the campus environment more indigenous. (Please peruse Annexure I.) This, as well as the other initiatives to promote environmental awareness, will be evident in the business plan.

Resources will be budgeted to remove alien plants from the lake and surrounding areas used by the College.

Marketing

The part-time marketing position has proved to be successful. It will be sensible to continue with this position in a permanent capacity.

The 2010 marketing plan will be more comprehensive and will provide for more media exposure and exhibitions.

The Stanford Lake College branding project will be completed and we will adhere to the Branding manual.

Academics

We will continue to strengthen our academic rigour to meet and exceed the needs of the Independent Examination Board and the university entrance requirements of South African universities. We will continue to establish academics as the top priority in the College. Of crucial importance here is the need to create a framework for all activities of the College within which it becomes possible for staff and pupils to meet and exceed academic expectations.

To this end, we will establish a clear academic vision for the College which sets out our expectations of staff and pupils and involves pupils in the setting of academic goals for themselves and for the College. A more structured system of control, monitoring and support will be implemented for pupils who are not achieving to their potential and for pupils with barriers to learning, particularly in the GETC phase. We will improve the learning experience at the College by assessing our own practices, examining the trends, benchmarking and through meaningful staff development. We will celebrate the academic successes of our staff and pupils widely and publicly.

Our staff will continue to play a leading role in the province within the Grade 9 and Grade 12 Clusters. Teachers will be encouraged to establish links with successful schools in other provinces so as to benefit from a wider interaction. Grade 12 teachers will continue to attend the User Group Conferences and will be encouraged to apply to mark NSC papers at the end of the year. Teachers will be encouraged to apply to become Regional Portfolio Moderators within their subjects.

Pupils will continue to benefit from participation in Olympiads, Eisteddfods and EXPOS and staff will be encouraged to arrange field trips where these are affordable, meaningful and in line with the curriculum.

We must create an academic environment in which parents, staff and pupils work in harmony and trust with one another and where the expectations of all stakeholders are seen to be met.

Sport

The Peter Mokaba Stadium is closed for all Athletics competitions in 2010. The Inter House competition will move to SLC/Nkowankowa. We will participate in both the Independent Schools (Nkowankowa) and Limpopo Small Schools Athletics (Musina) competitions and in two extra meetings.

Winter Games will start after half-term in Term 1. There will be pre-season training camps (on campus) for athletics, rugby, netball and hockey.

The format of the Derby days will change. We will play games on Friday afternoon and Saturday morning. Netball and Boys Hockey matches to be played on Friday afternoon then Girls Hockey, Tennis and Rugby games on Saturday morning. Teams will travel back on Saturday afternoon.

No tours will be allowed during term time. There will be a tennis, netball and rugby tour during March/April. Coaches, players and parents will be notified well in advance.

We will host a Schools' Golf Championships at Legends Golf and Resorts in August / September 2010.

We will also participate in the Merensky Cricket Week (1st X1 and u/15).

There will be ongoing courses for umpires and coaches and compulsory referees grading courses for all coaches. We will also promote staff involvement at District and Provincial levels as selectors, coaches and managers of teams.

We will coach and develop youth from the less privileged backgrounds in our area.

There will be better control of sports equipment and facilities.

Culture

Funds will be allocated for cultural activities. We will continue to develop Art and the cultural facets currently offered at Stanford through music, debating and school productions.

We will stage an Easter and Christmas programme. We will have a bi-annual College production and on alternative years a play festival during September.

There will be more involvement in available local, national and international platforms.

We will equip and start a Dixie band.

We will use extra staff for coaching and present workshops in debating, dancing and writing.

We will also have an art exhibition.

The Director will occupy an office and class in the Barnyard.

Alternative locations for instrumental and piano lessons will also be provided.

***dad* Centre and Adventure programme**

The dad Centre will maintain its high levels of delivery.

We will continue with block time on Tuesday, Wednesday and Thursday after tea to deliver the 5 components of the SMART programme.

We will continue to enrol students in the President's Award and push them for Bronze completion in Grade 8.

We will promote accessible adventure sports to all grade and abilities at SLC and continue to plan treks and expeditions for the school, with a focus on G8 and G9.

We will also plan for an overseas summit for 2011 of Mount Elbrus in the Caucasus range in Russia.

We will continue to host the Adventure Challenge for Schools. Commercial ventures will be run through Lakeside and part-fund the Adventure Challenge for Schools.

We will also continue to race in Transvaal Adventure and MTB races.

Round Square

We will continue to pursue and live the Round Square ideals through proactive thinking. To this end we will exploit the opportunities given to us by the SMART programme and the President's Awards. We will continue to promote the Round Square component of SLC through RS committees for Environment, Adventure, Service, Internationalism and Democracy in each grade. Each grade will have the same number of committees as the number of mentor groups per grade.

Each mentor/teacher will also be involved with the RS committee associated with their mentor group. All the students and most of the teachers will then be involved with RS in SLC.

RS Committees will have a specific annual responsibility, will publish their goals and reports on the SLC web site and will give feedback to the whole school during specific assemblies. This will assist SLC in building specific traditions around the RS pillars and committees. Committees can do more than their specific task if approval has been acquired.

For committees to function properly and students not to focus on fund raising all the time, each committee must get a limited budget of +-R1000-00. They must prepare budgets for each project and it will assist them in becoming more financially literate.

Participation by the College in RS Conferences is compulsory. Besides all the other advantages, they are very good opportunities for networking.

Specific project budgets for Environmental and Service projects, that are part of SLC's bigger community responsibility, must also be taken into account.

Affiliation

We will continue our affiliation with ISASA, Round Square, LISA, as well as relevant sporting and cultural bodies. We will also affiliate with the Chamber of Commerce and Industry (Tzaneen) and register our athletics club as a youth club.

The Head will attend the SAHISA conference and all regional meetings. The Deputies will attend the Deputy conference every alternate year. The Bursar will attend the SABISA conference in 2010 and thereafter.

The International RS Conference in Thailand will be attended by the RS rep, the Head and the Chairperson of Board; the Africa RS Conference (Cape Town) by the RS rep and the Head; and the Junior RS Conference (Nelspruit) will be attended by the RS rep only.

Pastoral Care

We will continue with a three pronged approach to Pastoral Care: each pupil having a Mentor looking out for them directly, a school counsellor to go to for specific help who will refer to outside professionals if necessary and a chaplain to deliver a regular spiritual message. The Mentors, under the guidance of the Deputy Head: Administration will drive the Personal Development Portfolios which were piloted in 2009 for Grades 8 to 10. Next year it will be extended to include the Grade 11s. The teachers that were involved this year will be asked to make comments and suggest changes. The portfolio is both a record of achievement and a vehicle for goal setting and reviewing performance.

In support of the academic programme, the Grade 9s will continue to receive aptitude testing in the second term to assist them with their subject choices for Grade 10. The Grade 11s will receive career testing to assist them in their choice of tertiary education courses. For the first time there will be a cost to this and it will be budgeted for rather than charged out to the parents. Universities and Colleges will make presentations to the Grade 11s and 12s about what their institutions have to offer and open days will be advertised internally. All Grade 12s will receive testimonials and will be helped to apply for study at tertiary institutions. The top ten pupils in Grade 11 will visit the UP in the third term and all Grade 11s will participate in a Financial Life Skills course presented by ABSA and funded by Rotary.

Pupils who are suspected of having learning problems, or arrive at the school with previously diagnosed problems, will be encouraged to get a psycho-educational assessment so that we can provide them with academic support where possible and apply for exam concessions, as allowed by the IEB.

The Home Affairs Department will visit the school on two occasions during the year to allow pupils who have turned 16 years old to apply for their ID books. The cost of this will be carried by the parents of the pupils involved.

We will invite a guest speaker or group to come and speak to the whole school or a specific grouping at least twice a year. Suggested speakers would be the South African Depression and Anxiety Group and Steve Hamilton. Other life skills topics that we would like to find speakers for are bullying, diet and eating disorders and etiquette for both boys and girls.

GR. 12 Farewell Function

This function got out of hand. The 2010 function will be funded through ticket sales. All fund-raising activities by Gr 11s will cease with immediate effect. We will budget for the amount which was usually raised through these activities. The Gr.11s of 2010 will only raise money with the Valentine's social and the St. Dunstan's Derby. The Gr. 11 Mentors will organise the function, together with a Gr. 12 Parents Committee. This arrangement will commence in 2010.

Strategy to meet the challenge

Very substantial cost pressures arose in 2009. Indeed, it is the scale of these cost pressures that is the most important factor shaping the budget for 2010.

Profits must be sufficient to cover debt repayment and capital expenditure. To manage this, capital expenditure will be reduced to strictly essentials only. We will cut operating expenses and set fees at a level in line with inflation.

The criteria to ensure that profits cover debt repayment and capital expenditure will come from a careful scrutiny of proposals made by staff to ensure that only essential items will be catered for. Staff must be sensitive to this.

An effort will be made to ensure that educators are not deprived of items that will have a highly beneficial impact on their effectiveness in the classroom.

With profits budgeted to cover CAPEX and debt repayment, net borrowings will be budgeted to reduce by the amount of the DBSA repayments and the change in working capital to R 4, 6 million. This must remain within the targeted ratio of 50% set by the Board.

Conclusion

The College faces a very substantial challenge to retain financial stability in 2010 and in later years. It is imperative to maintain our ability to attract customers and we need to offer an attractive product at a competitive price. We will not expose ourselves to unnecessary risks to achieve the continued funding of the operational and strategic direction of the College and to provide the necessary physical resources.

It is a fine balancing act, because we also need to look after the interests of our staff and pay market-related salaries.