



STRATEGIC PLAN

2017 - 2021

Our School is a vibrant community partnering with parents to educate, nurture and equip their children to the highest standard so they shine wherever they are, discovering their unique gifts and serving God significantly and passionately in a complex world.

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Preamble

This strategic plan varies from others that have been produced because for the first time a real and tangible change has occurred at the school.

When the school commenced in 1998 the school community was entirely made up of Christian families. A small group of Prep students commenced in that year however all others were students from other schools in the region. For the next 20 years, we have had a modest intake of students each year and experienced modest growth. In 2017 for the first time we have a separate Prep group of 13 students whom we anticipate will continue through to Grade 6.

It is now for the first time in the life of BCCS that we can truly anticipate a single stream school—Prep to Grade 6 requiring seven separate classrooms. The additional catalyst for this has been the commencement of Foundations Early Learning Centre. From the small group that commenced in 2016, the 2017 enrolments have been exceptional. Maximum group size has been set at 22 students. This has been achieved by the four-year-old cohort and is close to being achieved in the three-year-old group as well. The recent experience has additionally been that parents are seeking enrolment not only for 2018 academic year but for 2019 and 2020 as well.

This is not a situation we have experienced before and our systems and policies need to be updated to enable us to use this demand for our service appropriately. Unlike the Primary School cohort of families, it is not clear that Early Learning Centre families are all here for the same reasons. Our recent survey indicated that school families saw Christian values, Christian staff and the size of the school as main incentives for sending children to BCCS, however FEL families I believe had different motivations and are not yet committed to the concept of Christian Education.

This presents challenges to the Board and Management of Bairnsdale Christian Community School to market BCCS/FELC as a single entity and to have parents on enrolment commit to BCCS for the long term rather than be used for short term goals and convenience.

Additional to the Early Learning Centre the Board of Governance are seeking to clarify the demand for secondary education from a Christian perspective in the region. Class sizes in the primary school have reached levels that if families were prepared to commit to secondary school at BCCS, then the Board is committed to develop facilities and provide resources to enable this to come to fruition.

While the results of the survey conducted were based on limited responses, the responses themselves were very positive and if interpreted as representative of all family's opinions then a secondary school is a definite possibility. In the current climate, it is important that the values of the school and its employees remain solid and we emphasise, not apologise, for our distinctiveness to the whole community that is Bairnsdale Christian Community School.

This document aims to continue the great work that has been done over the past 20 years, and to use that as a basis for future growth and development.

Marketing

Belief Statement

We will ensure that the regional community is fully aware of Bairnsdale Christian Community School as a distinctive Christian School from Pre-Kinder to Grade 6. We will promote the school in a variety of ways to make it attractive for suitable enrolments.

GOAL	STRATEGIES TO ACHIEVE
Continue to seek the support of all local and regional churches	<ul style="list-style-type: none">▪ Provide churches with up-to-date relevant literature▪ Invite all churches to all school functions, especially Dedication evening and family end of year function▪ Invite church leaders to be part of School prayer meetings and assemblies
Promotion of BCCS / FELC within the local and broader community	<ul style="list-style-type: none">▪ Use staffing available wisely to promote the School wherever possible, specific part of front office position description▪ Use of prime motivations (Christian values and staff and size) to promote the School and the ELC to the community▪ Appropriate and directional use of Facebook (social media)▪ Use of School / ELC events to conduct tours of the school and extended facilities
Encourage our parents to become promoters of the school/early learning centre	<ul style="list-style-type: none">▪ Use every opportunity to share the BCCS vision at School/ELC functions▪ Provide a positive experience for families to encourage promotion by word of mouth▪ Ensure all families have a supply of promotional materials



Governance

Belief Statement

To maintain a Board that governs Bairnsdale Christian Community School responsibly and efficiently and encourage Management, Staff and Community to meet the vision and mission of BCCS.

GOAL	STRATEGIES TO ACHIEVE
Provide ongoing practical development and training to all Board members	<ul style="list-style-type: none">▪ Provide regular professional development sessions at Board meetings▪ Attendance at appropriate conferences/workshops/seminars
The role of the Board of BCCS is to protect and maintain the Vision of Bairnsdale Christian Community School Inc.	<ul style="list-style-type: none">▪ Each Board meeting to commence with devotional and prayer time▪ Regular time of revisiting the Vision to keep focus on the purpose and function of the School
The Board of Governance provide regular and timely feedback to the whole school community	<ul style="list-style-type: none">▪ Regular information to school community of Board activities▪ Board members being involved in the life of the School apart from board meetings

Curriculum

Belief Statement

We seek to develop curriculum from a distinctly biblical and Christian perspective which is aimed at providing our students with all they need to serve God faithfully in all they do.

GOAL	STRATEGIES TO ACHIEVE
Continue to develop and refine curriculum from a distinctly biblical and Christian perspective which is aimed at providing our students with all they need to serve God faithfully in all they do	<ul style="list-style-type: none">▪ Continue targeted PD in nominated curriculum areas▪ Encourage post graduate studies for staff▪ Management interaction with all teaching staff with goal to develop and strengthen understanding and commitment to Christian education / schooling▪ Develop and / or source age appropriate resources for use in early learning centre
Ensure students have opportunity to develop as life-long learners	<ul style="list-style-type: none">▪ Continue to develop thinking skill across the school curriculum▪ Continue involvement in external learning opportunities, projects and competitions▪ Employ staff able to extend students to enjoy their learning experience and aid effectively students needing assistance

Curriculum continued

GOAL	STRATEGIES TO ACHIEVE
Provide opportunities within the learning program for students to develop thinking and responsible discernment	<ul style="list-style-type: none"> ▪ Continue the strengthened Service Learning strand to our curriculum and learning programs ▪ Ensure 'cultural literacy' is included in learning programs
Strengthen the variety of curriculum opportunities in all grade levels	<ul style="list-style-type: none"> ▪ Continue developing further units of study for inclusion in school documentation ▪ Review curriculum regularly to ensure relevance and to make use of new opportunities ▪ Ensure compliance with VQRA minimum standards in all areas of curriculum
Obtain, review and include secondary curriculum documentation for review and approval by VQRA	<ul style="list-style-type: none"> ▪ Appoint an appropriate person to apply for year level extension ▪ Apply for year 7 registration from VRQA
Enable and encourage students to strive for excellence and fulfillment of individual potential	<ul style="list-style-type: none"> ▪ Make good use of various academic and non-academic competitions available ▪ Regularly recognise personal achievement and excellence



Infrastructure

Belief Statement

We will develop and maintain buildings, facilities and IT infrastructure to provide an optimal learning environment and to allow for future growth.

GOAL	STRATEGIES TO ACHIEVE
To ensure that our buildings and grounds are well maintained and developed to maximise learning opportunities in the School / ELC.	<ul style="list-style-type: none"> ▪ Continue to refine and develop role of Maintenance personnel ▪ Maintain regular maintenance checks ▪ Investigate and action appropriate signage for the School and ELC ▪ Revisit the Masterplan and seek further options in building plans and strategies ▪ Respond to building needs quickly to enable BCCS to take advantage of student growth numbers ▪ Finalise separation of title
Provide the necessary infrastructure within classrooms and other facilities to enhance educational and other student outcomes as required	<ul style="list-style-type: none"> ▪ Interactive whiteboards in each classroom ▪ NBN availability taken full advantage of in all learning areas including library and ELC ▪ Use of available expertise from a variety of sources to effectively use available resources
Make available buildings and equipment to establish a year 7 to 10 secondary school	<ul style="list-style-type: none"> ▪ Seek funding from Block Grant Authority to assist in funding projected buildings ▪ Seek and secure funding from other sources as required ▪ Seek services of Project Manager and other personnel as required to implement strategy ▪ Establish project team with appropriate skills and availability



Staffing

Belief Statement

We aim to provide an environment where our staff are cared for and encouraged physically, spiritually, mentally and emotionally.

GOAL	STRATEGIES TO ACHIEVE
Ensure employment conditions for all staff are at appropriate levels	<ul style="list-style-type: none"> ▪ Implement an effective performance review and appraisal for staff ▪ Regularly review salary and work conditions ▪ Ensure that OHS is a constant feature of all staff meetings ▪ Seek feedback from all staff annually concerning staff satisfaction levels
Plan for management succession	<ul style="list-style-type: none"> ▪ Current Principal has 12 month contract ▪ Current Business Manager is nearing retirement
Ensure staff are employed as effectively as possible	<ul style="list-style-type: none"> ▪ Maintain appropriate levels of time release for Teaching / ELC staff ▪ Maintain a constant feedback stream of communication through staff meetings and individual interaction
Encourage effective, relevant and targeted professional development	<ul style="list-style-type: none"> ▪ Continue to maintain a substantial budget allocation for PD ▪ Seek feedback from all staff on desired opportunities for group conferences / PD ▪ Review all PD undertaken for effectiveness and benefit to staff, School and ELC
Keep staffing levels in all areas of the organisation at optimum levels	<ul style="list-style-type: none"> ▪ Provide funding for Learning Support Teacher ▪ Ensure student welfare is being catered for



Financial Management

Belief Statement

To be a good steward of all financial resources at our disposal to contribute to the fulfillment of the Vision and Mission of Bairnsdale Christian Community School.

GOAL	STRATEGIES TO ACHIEVE
To give God the glory for all resources that are provided to the school community	<ul style="list-style-type: none"> ▪ Provide a donations budget that enables the school to provide generously to appropriate causes from time to time ▪ When reporting to the community acknowledge the blessings that God has provided
Provide a plan that ensures the school continues to be financially viable in the long term	<ul style="list-style-type: none"> ▪ Produce and maintain a maintenance plan for all buildings and equipment at BCCS ▪ Ensure that a complete capital expenditure budget is provided each year at the October Board of Governance meeting
To continue to grow the facilities and resources of BCCS as opportunity arises	<ul style="list-style-type: none"> ▪ Provide reasonable projections of growth for the school ▪ Plan for growth— early learning centre, primary school and secondary school
Provide employment stability for all staff and make appropriate use of volunteer assistance	<ul style="list-style-type: none"> ▪ Ensure plans are prepared for each of the following areas: staffing, leave entitlements, capital expenditure, financial expenses , operating expenses
Grow the school in terms of students, finances and other resources	<ul style="list-style-type: none"> ▪ Provide in budget adequate amount for marketing and promotions ▪ Continue to operate with a flexible and manageable fee structure ▪ Communicate with staff, management, parent group and other stakeholders to seek opportunities to grow
Ensure that finance alone is not a barrier to entry into Bairnsdale Christian Community School	<ul style="list-style-type: none"> ▪ Ensure clear communication of fees policy and associated procedure to parents and prospective families to the School / ELC

