



# STRATEGIC DESIGN 2022—2026

**INSPIRING CHRISTIAN CHARACTER**

**WE INSPIRE STUDENTS**

to challenge themselves and through so doing, we transform Today's Students into Tomorrow's Leaders

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## A MESSAGE FROM OUR BOARD CHAIR

The Bayside Christian College Board is excited to share the Strategic Design for the school. It outlines the discerned purpose for the school: shaping students to become the best version of themselves through deliberate and persistent pursuit of vibrant Christian life and aspirational education outcomes. This is how we define success.

Proverbs 22:6 affirms: “Train up a child in the way he should go; even when he is old he will not depart from it.” Building up children in Christ and providing a great education has power to change lives for the better, in a manner that will outlast their journey at Bayside. We foster joy in learning, growth in servant leadership, value in helping others, and appreciation of being a part of communal work. Throughout their journey with Bayside, students will experience a safe environment where they are challenged and encouraged.

Accomplishing these goals requires special partnership with families. We honour the trust placed in us, and understand the mutual responsibilities that brings. We work with families to ensure holistic development (physical, social, emotional, academic and spiritual). We also acknowledge the critical importance of all staff at Bayside whose commitment and expertise we seek to honour and nurture. Further, Bayside is building relationships with churches, clubs, and the Hervey Bay community for the benefit of all.

Bayside offers families a Christ-focused whole school-life experience. Students completing their journey with Bayside will be resilient, prepared for success, and to a blessing. This document provides our strategic direction to fulfil this vision.

**Brad Douglas** B IT

*Board Chair*

*Bayside Christian College*



## A MESSAGE FROM OUR PRINCIPAL/CEO

I am delighted to commend to you Bayside Christian College's Strategic Design 2022—2026 titled *Inspiring Christian Character*. Like our students, our College is a dynamic young school, but one that is rapidly maturing.

We remain dedicated to fulfilling the need for holistic (K-12) education in the Bible-informed Christ-centred tradition of servant leadership, in a way that encourages, enables and supports our students to be the best possible version of themselves. Our aspiration lies in uncovering the treasures of wisdom and knowledge in a community of lifelong learning and we are truly committed to inspiring Christian character in all we do.

The Bayside Christian Community values our ongoing commitment to a strong academic program, but in a balanced and holistic approach that develops character, genuine personal wellbeing and a strong Christian standing. This development mandates high levels of effective engagement between students, parents and staff, and a commitment by all to our shared Values and Purpose.

Our community also seeks innovation, the development of leadership and a platform from which we can become more globally connected and minded. We seek to equip our students with the knowledge, skills and most importantly the heart to do just this, and to have every expectation to be a part of the solutions to the challenges that our world will face in the future. Through such actions, our College seeks to inspire Christian character, leadership and purpose for all in our world.

**Brian Grimes** BSc, Dip Ed, MEd, CCEO, FAIM  
*Principal/CEO*  
*Bayside Christian College*



## INTRODUCTION

Our College is focused on meeting the contemporary and anticipated future needs of our students, to aid in developing the essential knowledge, skills and frameworks to prepare them to transform the world around them, to develop the awareness and recognition of their social responsibilities, and the leadership to effect positive change for humanity.

We aim to provide opportunities throughout the College and in all areas of endeavour to develop the character and leadership of our young men and women through their active participation in a wide range of educational experiences. These opportunities are provided by a committed and professionally focused staff, who model the College's Motto of *Inspiring Christian Character* in all that they do within the College.

A culture of leadership, sense of community, integrity and service are the integral elements of our Strategic Pillars. Our Strategic Design has been developed to achieve the Strategic Governance requirements of the College Board to ensure that Bayside Christian College will provide an education that:

- Cultivates an integrated attitude to faith and learning;
- Develops a deep and transparent partnership between the school, parents and students;
- Ensures a well-balanced program of curricular and co-curricular activities so students may discover their God-given strengths and talents;
- Enhances confidence, self-esteem, respect and the acceptance of others as a critical aspect of the Christian faith;
- Provides a transparent environment where teachers and students enjoy mutual respect and trust;
- Provides an uncompromising, nationally aligned academic program, that identifies individually the level of each student, and engages specialised resources, programs and teaching and learning, that provides every opportunity to see them grow in confidence and performance in their time at the College.

We are committed to the development of the qualities of each individual student and are characterised by the pursuit of individual excellence in all we do within a caring and Christ-centred community.

The Strategic Design, has at its very foundation, our belief of *One College, One Focus* and is grounded in whole school goals and strategies to ensure a seamless transition throughout the College.

Our Vision is to develop, in our students, the character necessary to become passionate about the ongoing pursuit of learning; to have the skills and confidence to succeed in an increasingly complex world; and to become committed to creating positive futures for the good of all, through Christian leadership and active participation in their communities.

We believe in every student having the opportunity to excel and to experience those special moments that will forever remain a treasured memory of their education at Bayside Christian College, whether it be the first time they enter our beautiful campus, the level of engagement and endeavour within the classroom, the occasions in which they meet and overcome academic or personal challenge, their realisation or formation of faith in Christ, the realisation of their special God-given strengths and talents, or the special relationships formed with their peers and their teachers.

It is these special moments that shape their character and ultimately their lives, long after they have commenced their journey at our College.

This document aims to celebrate our history and articulate our future directions. We welcome you on this journey and together look forward to an exciting future.

## KEY ASSUMPTIONS

The Strategic Intent of Bayside Christian College, outlined in this document, recognises the dynamic nature of education, as it relates to the impact of technology, political influences, and the increased pressure on staff, students and parents that arise from contemporary education, societal influences, and the nature of Australian communities.

### Key Assumptions upon which the Plan is based:

- The national and global economic situation will remain fluid and uncertain, thereby necessitating that the College's budgeting position must be carefully managed, and that there is a need to constantly critically consider and evaluate expenditure;
- The student population of our College will not exceed current predictions and patterns on our current Campus, but will seek to develop a new and leading Campus to cater for the future learning needs of our students for generations to come.
- The national debate around funding will continue to develop further division between the various education sectors, and that funding levels will remain at existing levels but with increased demand for reporting and acquittals on funding and school performance, leading to increased compliance costs;
- The College's academic program will continue to be influenced by the Australian Curriculum and Queensland Senior Studies Curriculum;
- During the life of this Plan there will be greater compliance requirements and higher levels of individual student tracking with respect to academic performance and external measures of performance;
- The College community will expect more ready access to data and analysis;
- The College will need to continually review and develop its facilities based on the need to genuinely enhance classroom engagement and provide new opportunities for our students, as opposed to developments as mere marketing opportunities;
- The College will need to be responsive and proactive on social issues that affect the wellbeing of our young people and be a strong voice in such conversations;
- The College, while maintaining high academic standards, emphasises a holistic education in the Bible-informed Christ-centred tradition of servant leadership, in a way that encourages, enables and supports our students to be the best possible version of themselves by the provision of diverse co-curricular experiences, a curriculum that inspires Christian character, and leading, caring educators. Students who are equipped with the intellectual skills, develop deep understanding by reflecting, questioning and modifying their thinking. Underpinning this learning mindset is our belief that the development of Christian principles and character is critical to wellbeing and a life well-lived.
- The art of teaching at Bayside Christian College demands a detailed understanding of the learner. Learning intentions are delivered by deliberate and strategic educational practices that lead to individual growth through goal setting and effective feedback. Learning will be authentic, meaningful and challenging to ensure high academic standards. Teachers are passionate, inspirational and engage the learner by reflective, contemporary practice. Our teachers are active learners who strive to develop expert practice as a part of their learning mindset; and
- In a society in which there appears to be an ever-widening gap between cultural norms and Bayside Christian College's stated Values and Culture, we will continue to act with integrity, seeking excellence in all that we do and at all times remaining true to our Christian Principles, Purpose and Calling.

### Our Intent

Inspiring Christian Character

### Our Aspiration

Uncovering the Treasures of Wisdom and Knowledge  
in a community of lifelong learning

### Our Story

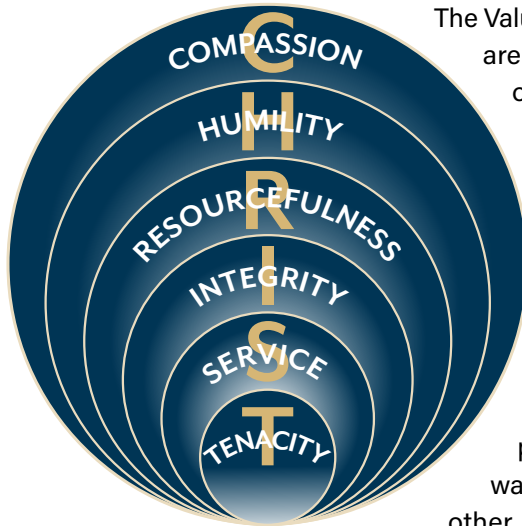
Like our students, Bayside Christian College is a dynamic young school. It thrives under the care and attention of the community of which it is a part. Ours is a community dedicated to fulfilling the need for holistic (K-12) education in the Bible-informed Christ-centred tradition of servant leadership, in a way that encourages, enables and supports our students to be the best possible version of themselves.



#### The Symbolism found within our Crest

- The boat references our journey in life and reminds us that Christ called his Disciples to follow Him and to be fishers of men (Matthew 4:19);
- It is also a reminder that Jesus stated "I am the way and the truth and the life. No one comes to the Father except through Me, (John 14:6);
- The red mast signifies the Cross, the giving of His blood, and the sacrifice Christ made for our sins and redemption. It stands as the central foundation which guides and enables the boat to go forth on its journey;
- The colours and stars represent the Australian flag and the iconic colours of the Australian bush and our surrounding waters.

## OUR VALUES



The Values of Bayside Christian College are underpinned by the teachings of the Bible as given to us by God. These Values are evident in many aspects of society and strongly support the Australian Government's National Framework for Values Education in Australian Schools (2005).

Our Values give meaning and purpose to our lives, define the way in which we engage with each other, and guide us as we strive to achieve our Mission. At Bayside Christian College, we value:

- COMPASSION** We show and act with Compassion to all of God's people. Compassion is much more than sympathy and involves an experience in which we *give at our own cost for the good of others, helping to rescue them from danger as well as alleviate their suffering.*
- HUMILITY** Humility is often characterised as genuine gratitude and a lack of arrogance, a modest view of oneself. *However, the biblical definition of humility goes beyond this.* Humility is a critical and continuous emphasis of godliness in the Bible, as we are called upon to be humble followers of Christ and trust in the wisdom and salvation of God.

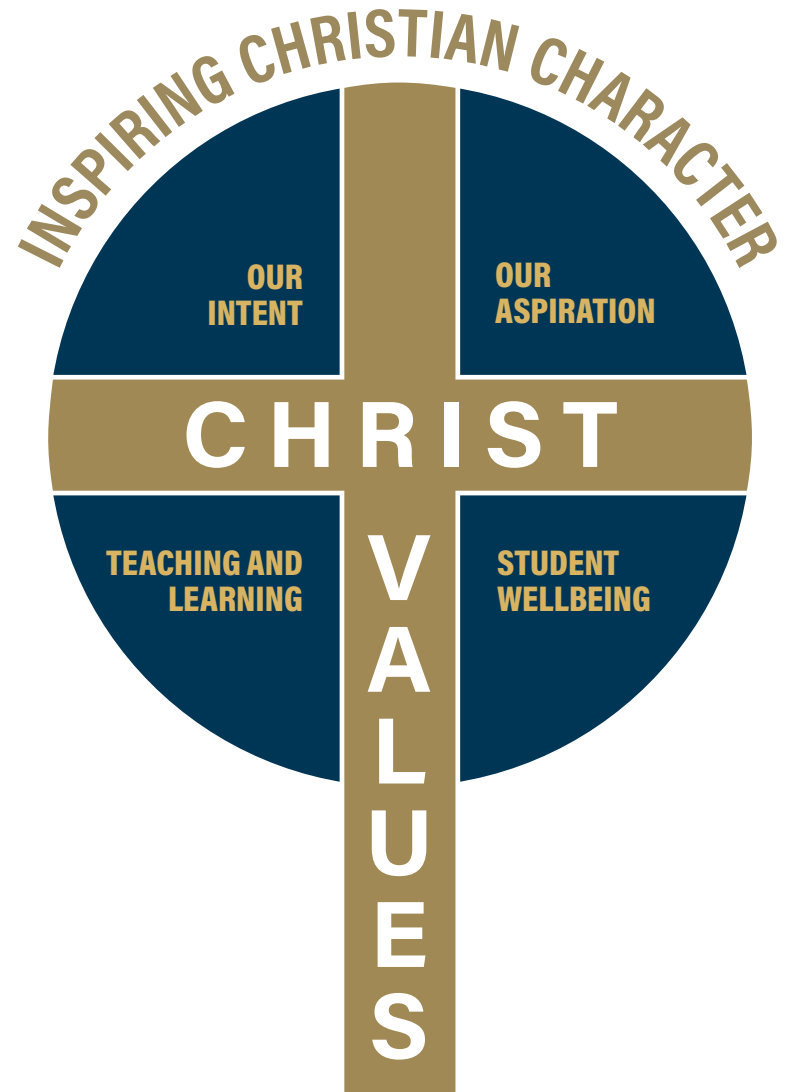
**RESOURCEFULNESS** Resourcefulness is a mindset in which we have the ability to find quick and clever ways to overcome difficulties. In the pursuit of a goal, resourcefulness is key. People who display resourcefulness typically exhibit the following six characteristics:

- † Open-Minded;
- † Self-Assured;
- † Imaginative;
- † Pro-active;
- † Persistent; and
- † Hopeful.

**INTEGRITY** We act with courage, conviction and with the highest moral standards based upon our belief in Christ.

**SERVICE** We are called through God's Grace, His Will, and His Gifts to serve Him. Remembering that Man was created in God's likeness, we serve God by serving and ministering to others. We are not all called to do exactly the same things, but we are all called to serve Christ in some way. In Ephesians 2:10 God declares He is the "workman" and that He is the one who has prepared the good works that we should perform. He has prepared work for each of us to do, and to equip us for these works. He has given us the necessary spiritual gifts.

**TENACITY** Tenacity simply put is the quality or act of being determined or persistent. Tenacity is more than endurance; it is endurance combined with the absolute certainty that what we are looking for is going to transpire.





## OUR GOALS

Student-Centred  
Primary Goals

### Goal 1

#### Teaching and Learning

Provide an uncompromising and well-balanced program of curricular and co-curricular activities that enable students individually to thrive through discovering and developing their God-given strengths and talents.

### Goal 2

#### Student Wellbeing

As an outworking of our Christian faith, we cultivate an integrated attitude to faith and learning that enhances confidence, self-esteem and respect of others.

Supporting Goals

### Goal 3

#### Our People

Nurture and maintain the highest quality teaching and support staff within a caring and respectful environment to enable us to be the best school we can be for our students.

### Goal 4

#### Community

In keeping with our Christian Character, develop deep and transparent partnerships with current and past students, families and staff and the broader community of which we are a part.

### Goal 5

#### Assets and Resources

Carefully and consciously steward the development of our physical resources to support the delivery of our student-centred primary goals.

## STUDENT-CENTRED PRIMARY GOALS

### GOAL 1: TEACHING AND LEARNING

Strategy	Measures
Set <b>teacher and leadership standards</b> by implementing a whole of school professional learning strategy.	<p>Outcomes of annual performance appraisals support the conclusion that all our teaching staff are qualified, knowledgeable and aim to enrich student learning through high quality Christian teaching.</p> <p>Teaching staff successfully demonstrate achievement of the Australian Professional Standards for Teaching, in relation to their proficiency level and in cohesion with College values and ethos.</p> <p>Teaching staff identify areas for improvement and strategies for this.</p>
Incorporate <b>21st century content</b> and <b>global perspectives</b> and foster innovative thinking.	<p>At least four of the six 21<sup>st</sup> Century skills listed in the Queensland Curriculum and Assessment Authority are evidenced as incorporated into every unit plan.</p>
Structure a broad curriculum according to the <b>Australian Curriculum</b> for K to 10 and the new <b>QCE</b> system for 11 and 12.	<p>The Australian Curriculum general capabilities and cross-curriculum priorities are all accounted for within an electronic document with hyperlinks to digital storage within which are the unit plans covering each item by learning area and year level. Australian Curriculum and QCE system is implemented in all work programs.</p> <p>The Teaching and Learning environment enables and supports inclusivity through differentiation to encourage all students to be successful, confident and creative individuals.</p>

# STUDENT-CENTRED PRIMARY GOALS

## GOAL 1: TEACHING AND LEARNING

Strategy	Measures
<p>Further refine and embed the analysis and consideration of student data in our decision-making and planning</p>	<p>Data analysis systems are clearly defined and utilised according to purpose and use. Decisions regarding the following areas are explicitly supported by this data:</p> <ul style="list-style-type: none"> <li>▪ Teaching and Learning (Pedagogy)</li> <li>▪ Student performance (Academic)</li> <li>▪ Pastoral Care (Academic/Social-Emotional/Spiritual matters)</li> <li>▪ Teaching and Learning strategies are differentiated to enable all students equity of access to educational provisions.</li> </ul>
<p>Develop and implement a future focused pedagogy that promotes genuine understanding, the development of personal character strengths, and an appreciation of the need for Christian beliefs to be actioned in our world.</p>	<p>Research is undertaken into pedagogical approaches that best support student learning.</p> <p>A pedagogical framework is developed that has a strong basis in credible educational research.</p>
<p>Facilitate a community of learners creating opportunity for each of their futures.</p>	<p>Student's display aspirational views about their College, their learning and their futures.</p> <p>All students have a clearly identified path to further studies, vocational outcomes or employment upon Graduation.</p> <p>Strong relationships with Universities, Vocational providers, and Employer groups are forged leading to partnerships that support the future of our students.</p>

## STUDENT-CENTRED PRIMARY GOALS

### GOAL 1: TEACHING AND LEARNING

#### Strategy

Adapt and renew College systems and processes to most effectively support the College's Values and Mission and achieve the desired Strategic Goals.

#### Measures

The College ensures a cycle of review of all systems and processes to ensure continuous improvement, efficiency and the achievement of Strategic Goals.

The College's Values, Mission and Intent remain unchanged, and the Senior Leadership Team ensures that operational systems are adapted and renewed as required to ensure that these Foundations are strongly supported and actively enhanced.

### GOAL 2: STUDENT WELLBEING

#### Strategy

Educate and support our students to develop and practise **Christian values** at all times, for their own wellbeing and that of others.

#### Measures

Christian values are identified (listed) within lesson plans and modelled by staff and student leadership with a view to developing understanding and engagement.

# STUDENT-CENTRED PRIMARY GOALS

## GOAL 2: STUDENT WELLBEING

Strategy	Measures
<p>Continually develop and enhance the <b>Pastoral Care and Wellbeing</b> program. Ensuring a unified and College-wide approach and philosophy of care and humanity.</p>	<p>Pastoral Care and Wellbeing are defined by objective statements and purpose.</p> <p>Internal systems which support the effective implementation of identified objectives are established and operational.</p> <p>Pastoral Care within stems from a Biblical world view and Christian Ministry perspective.</p> <p>Staff undertake regular Devotions and through these are encouraged and strengthened in their Ministry.</p> <p>The Philosophy of Care and Humanity is strongly rooted in Christian principles, but also informed by positive psychology and other research into student development and wellbeing.</p>
<p>Provide a safe, supportive, understanding and caring community for all.</p>	<p>Staff, students and parents indicate strong support for, and participation in the community.</p> <p>The College extends support to assist families through challenging times through its Ministry or aids in the connection of various agencies and support services.</p> <p>Survey data indicates that staff, parents and students feel cared for and supported.</p>
<p>Increase the number of offerings in the co-curriculum program across a range of sporting, cultural, creative arts, music and other activities.</p>	<p>At least 95% of the students are engaged in one sporting activity and one cultural activity per semester.</p>

## OUR SUPPORTING GOALS

### GOAL 3: OUR PEOPLE

Strategy	Measures
Adopt and implement an updated <b>recruitment strategy</b> to ensure all employees are of the highest calibre.	<p>Enrolment targets are reviewed annually with staffing requirements being identified proportionally.</p> <p>A strategic map including advertising and marketing is created and implemented.</p> <p>Broad and targeted strategies are utilised to attract high quality staff to all vacant positions.</p> <p>Employment roles have clearly defined descriptions of operation, responsibility and accountability.</p>
Implement yearly <b>staff appraisals</b> .	<p>All staff appraisals, tracking with Goals 1 and 2, are completed annually and reported to the Principal.</p> <p>Appraisals include line-manager evaluations based on observations and supplementary evidence and staff self-reflections.</p> <p>Performance enhancement strategies are identified and provided through staff development opportunities.</p>
Continually develop <b>staff wellbeing</b> program.	<p>Staff are surveyed annually to determine staff wellbeing measures and enhancement strategies.</p>
Transform individuals through the development of the Christian Ministry and service of 'Head, Heart and Hand', and empower their growth as future leaders.	<p>Staff and students take active participation in Service activities both within and beyond our immediate community.</p> <p>The culture of the College is one that exemplifies care and a sense of community.</p>

## OUR SUPPORTING GOALS

### GOAL 3: OUR PEOPLE

Strategy	Measures
Inspire bold and authentic leadership through a Biblical world view and the development of the various disciplines of leadership enabling productive engagement and service in the community.	<p>Staff are provided opportunities for leadership growth and development.</p> <p>A student leadership program is developed and maintained, enabling the development and growth of students.</p> <p>Staff contribute to the development of 'thought-leadership' in matters of Christian education, pedagogical practice, pastoral care and well-being, service and leadership.</p>
Foster and encourage innovation using emerging research into educational practices, intentionally striving to develop leadership, to promote the vocation of education, and transforming the lives of students and staff to be visionaries of hope and agents for change.	<p>Bayside Christian College is renowned and well-regarded in the region as a school of innovation, substance, leadership and faithfulness to Christ.</p> <p>Staff contribute to the professional development, growth and skill development of colleagues and to educators throughout the country.</p>

## OUR SUPPORTING GOALS

### GOAL 4: COMMUNITY

Strategy	Measures
Student engagement in the surrounding community.	Every teaching and learning department engages in at least one activity per year which interacts with the wider local community.
Parent and Family engagement by implementing a P&F Committee.	<p>P&amp;F Committee constitution, conforming to College values and ethos, is adhered to with annual reviews.</p> <p>Committee is reviewed term-by-term by Senior Executive to ensure congruence with College identity and goals.</p>
Partnerships for engagement of the surrounding community in the life of the school. The College and community build to enhance learning opportunities for students.	<p>Build relationships with outside organisations to be a blessing to the greater community e.g. Aged Care.</p> <p>Report on partnerships and networks.</p>
College engagement with the Church.	<p>A representative of the College attends relevant Hervey Bay Christian Minister's Association meetings to liaise between the College and the Church community.</p> <p>Activities of the Church, pertaining and relevant to the College community, are promoted within the College without bias or favouritism.</p> <p>Local ministers and Christian Ministries are invited to participate in identified activities within the school community.</p>



## OUR SUPPORTING GOALS

### GOAL 4: COMMUNITY

Strategy	Measures
Affirm and celebrate our strong culture and develop meaningful traditions within the context of Christian Ministry and Service.	<p>Celebrations exist within the College that glorify God and provide an opportunity for the community to give thanks and to hear the Word.</p> <p>Traditions are developed for formal events that provide a strong and clear Christian identity.</p> <p>Practices are developed within the various engagements and interactions between members of the community that celebrate God and bring people to an understanding of the living Christ.</p>
Build meaningful relationships and experiences that enhance our sense of self, our community and our sense of belonging.	<p>Staff, students and parents report positive emotions and beliefs in regard to their sense of self, our community and our sense of belonging.</p> <p>The College is renowned for positive engagement and respectful relationships between students.</p> <p>Behavioural management processes and College programs enable the development of confident young people who possess a strong sense of sense and purpose as observed in their behaviours and community engagement.</p>
Develop and nurture meaningful relationships and experiences with the extended Bayside Christian College community, past, present and future.	<p>A strong sense of community is developed between staff, parents and students.</p> <p>The Alumni Association of Bayside Christian College is formed and events are held which connect past students to the College.</p>

## OUR SUPPORTING GOALS

### GOAL 5: ASSETS AND RESOURCES

Strategy	Measures
The College <b>Board</b> has an active role in supporting the direction of the school.	College Board members meet with the Principal and any delegated associates (as relevant), monthly. College Board members attend and participate in key activities within the school community. The Principal reports on key operational items which contribute to, or present challenges to, achieving the identified direction of the College.
Develop a 10-year financial forecast framework for the ongoing sustainability of the school.	Strategic objectives for a ten-year period are identified. Short-term goals which support these are identified, timelined and budgeted for.  Objectives, the goals and the budget are tracked monthly pertaining to the alignment between the Strategic Plan and financial sustainability.
Partnerships for engagement of the surrounding community in the life of the school. The College and community build to enhance learning opportunities for students.	Build relationships with outside organisations to be a blessing to the greater community e.g. Aged Care.  Report on partnerships and networks.
Adopt an Environmental Sustainability Plan for building projects and the ongoing operation of the school; and be an exemplar of sustainable environmental practice.	An Environment Sustainability Statement is promoted within the College community. Local Aboriginal communities are invited to bring influence to the environmental position of the College at least annually.  Environmental Impact Statements are obtained and published within the College for each building project, and as an annual overall review.  Sustainability is clearly identifiable as a cross-curriculum priority in at least one unit per term for each learning area.

## OUR SUPPORTING GOALS

### GOAL 5: ASSETS AND RESOURCES

Strategy	Measures
Create effective, innovative and sustainable plans for human and physical resources to support aspirational goals.	Plans for the College support the aspirational goals and aid in the delivery of the Strategic Plan.
Develop a well-researched and considered Master Plan that balances resources, infrastructure, open spaces and the diverse (and anticipated) needs of our community.	<p>A Master-Plan for the College's campus is developed that balances resources, infrastructure, open spaces and the diverse (and anticipated) needs of our community.</p> <p>This document is reviewed on an on-going basis.</p>
Ensure the high standards of accountability and stewardship of our resources so they are available for future generations.	<p>Lines of accountability for the stewardship of resources are clear and unambiguous.</p> <p>The College's resources are maintained in the highest possible standards and provide for an engaging and connected community.</p>
Develop a philanthropic community that seeks to provide opportunity for future generations to attend, be inspired and be transformed by a Bayside Christian College education.	Philanthropic structures for tax deductible gifts are developed and philanthropy is developed within the community to enable ongoing development and bursaries to support families in need.

### **Dear Heavenly Father, Creator and Sustainer of all things,**

We thank You for our school, our teachers, our community and our country.  
We pray Your blessing on them all.

We thank You for this day, and all of the opportunities in it.

Please help us to live in Your love, peace, joy and grace,  
and to treat each other in a way that displays this.

Grow us in knowledge, wisdom and understanding.

Help us to be true to Your design for us, our school, and Your Kingdom.

We thank You for the Cross of Christ which makes all of this possible.

And we pray in the Name of, and for the glory of, our Lord and Saviour Jesus Christ.

**Amen**



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