



Growing Stronger

STRATEGIC STATEMENT (2023-2032)



## BOARD CHAIR'S COMMENDATION

God has blessed Chairo abundantly for more than four decades and we look forward with great expectation to what He will do in and through the school in the years ahead. It is God's plan that we seek for the future, and our humble desire is to be obedient to His leading.

As we seek God's direction for Chairo, it is important that we start by acknowledging Him for all that He has done in our lives, and for the many blessings that He has bestowed upon us. Proverbs 3:6 states: *In all your ways acknowledge Him, And He shall direct your paths*.

This strategic statement elaborates on the foundations that Chairo has been built upon and is the starting point for the creation of a strategic plan of future goals.

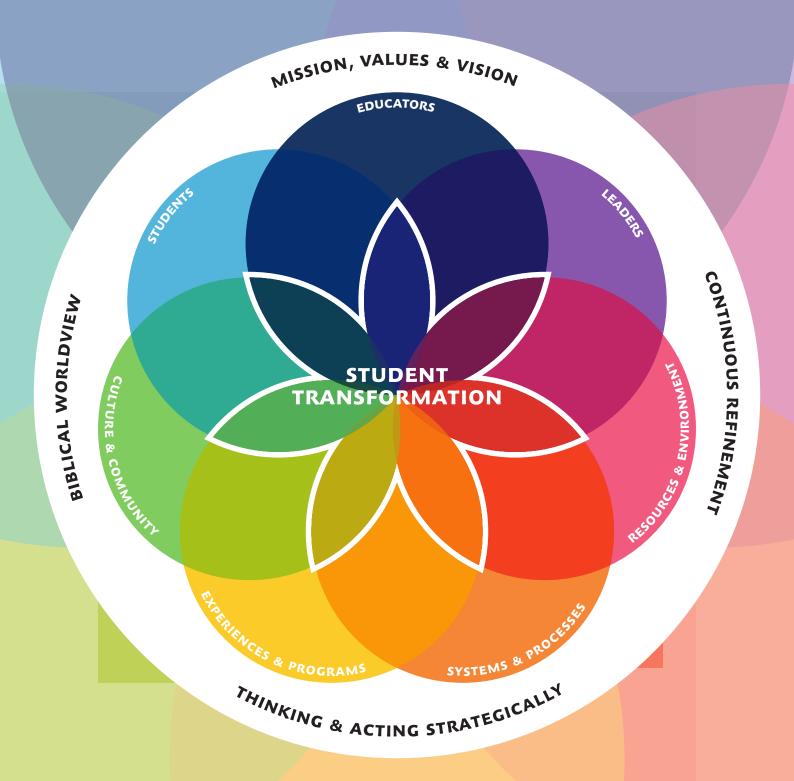
In turn, the strategic plan enables the development of operational plans that 'flesh

out' how the strategic plan will be implemented over the next time period, with key milestones along the way.

On behalf of our Directors and executive leaders, I commend this strategic statement for 2023 to 2032 to the Chairo community for prayerful consideration as God takes us forward into the future.

Rob Bruce, Board Chair





#### INTRODUCTION

Chairo's strategic thinking, planning and action is guided by a strategic model. This model:

- acknowledges that all thinking and action will be founded on a biblical worldview, grounded in our mission, values and vision and undertaken with a commitment to continuous refinement;
- recognises our purpose as the transformation of every student; and
- identifies the seven factors that will contribute to the successful achievement of that purpose.

In the following pages, these elements will be explained further.



MISSION, VALUES & VISION CONTINUOUS STUDENT S REFINEMENT **TRANSFORMATION Building capability, character** and commitment THINKING & ACTING STRATEGICALLY

#### **OUR FOCUS**

Our focus at Chairo is clear: the transformation of students so that their capability, commitment and character may reflect Christ.

Transformation involves shaping the desires of students toward God's kingdom in a way that pursues *shalom*: the integrated wholeness, wellbeing, harmony and purpose in every dimension of life that God intends for His creation.

Transformation of heart, mind, spirit and life is the work of the Holy Spirit, and the school works in partnership with families to shape the opportunities, experiences and relationships that each student will encounter (*Transformational Education: A framework for Christian teaching*).



MISSION, VALUES & VISION CONTINUOUS REFINEMENT BIBLICAL WORLDVIEW STUDENT TRANSFORMATION THINKING & ACTING STRATEGICALLY

#### **OUR CONSTANTS**

At Chairo, we seek to be a community that sees all of life from a biblical perspective, faithfully living out our stated mission, values and vision, intentionally reflecting on and refining what we do and how we do it, and always thinking and acting in strategic ways.

These aspirations are summarised in our strategic model diagram as:

- biblical worldview;
- mission, values and vision;
- continuous refinement; and
- thinking and acting strategically.

We endeavour to allow these aspirations to constantly shape who we are and what we do as a community.





#### **OUR VALUES**

#### Christ-like character

We are being transformed daily through God's word and Spirit, as both individuals and as a community.

#### **Biblical foundation**

We maintain an uncompromising biblical foundation in all that we think, do and say.

#### **Partnership**

We partner with parents as they seek to fulfil their God-given responsibility for the nurture and education of their children.

#### Relationship

We grow relationships that express the love and rule of Christ.

#### **Achievement**

We provide an educational environment in which students and staff members are nurtured toward reaching their potential through and for Christ.

#### Uniqueness

We celebrate and respond to the uniqueness of each individual as an image-bearer of God.

#### Stewardship

We steward wisely all that God has given us for the cause of Christian education.

#### **OUR VISION**

To see Christ's redemptive impact in the world through the capability, character and commitment of our students

6"I happened to be on Mount Gilboa," the young man said, "and there was Saul, leaning on his spear, with the chariots and their drivers in hot pursuit. 7When he turned around and saw me, he called out to me, and I said, What can I do?'

8"He asked me, 'Who are you?'
"'An Amalekite,' I answered.

9"Then he said to me, 'Stand here by me and kill me! I'm in the throes of death, but I'm still

10"So I stood beside him and killed him, because I knew that after he had fallen he could not survive. And I took the crown that was on his head and the band on his arm and have brought them here to my lord."

Then David and all the men with him took hold of their clothes and tore them. 12 They mourned and wept and fasted till evening for Saul and his son Jonathan, and for the army of the LORD and for the nation of Israel, because

the Lord and for the nation of israel, because they had fallen by the sword.

13 David said to the young man who brought him the report, "Where are you from?"

"I am the son of a foreigner, an Amalekite." he answered.

14 David asked him, "Why weren't you afraid

to lift your hand to destroy the LORD's anoint-

15 Then David called one of his men and said, "Go, strike him down!" So he struck him down, and he died. <sup>16</sup>For David had said to him, "Your blood be on your own head. Your mouth testified against you when you said, 'I killed the LORD's anointed.'

#### David's Lament for Saul and Jonathan

17 David took up this lament concerning Saul and his son Jonathan, <sup>18</sup> and he ordered that the people of Judah be taught this lament of the bow (it is written in the Book of Jashar):

19 "A gazelle" lies slain on your heights,

How the mighty have fallen! 20 "Tell it not in Gath.

proclaim it not in the streets of

est the daughters of the Philistines be

For there the shield of the mighty was despised.

the shield of Saul - no longer rubbed with oil.

22 "From the blood of the slain,

from the flesh of the mighty, the bow of Jonathan did not turn back, the sword of Saul did not return

23 Saul and Jonathan

in life they were loved and admired. and in death they were not parted. They were swifter than eagles

they were stronger than lions. 24 "Daughters of Israel, weep for Saul,

who clothed you in scarlet and finery, who adorned your garments with ornaments of gold.

25 "How the mighty have fallen in battle! Jonathan lies slain on your heights. 26 I grieve for you, Jonathan my brother; you were very dear to me

Your love for me was wonderful, more wonderful than that of women. <sup>27</sup> "How the mighty have fallen!

#### The weapons of war have perished! David Anointed King Over Judah

2 In the course of time, David inquired of the LORD. "Shall I go up to one of the towns of Judah?" he asked.

The LORD said, "Go up."
David asked, "Where shall I go?"

To Hebron," the LORD answered. <sup>2</sup>So David went up there with his two wives, Ahinoam of Jezreel and Abigail, the widow of

Nabal of Carmel. <sup>3</sup>David also took the men who were with him, each with his family, and they settled in Hebron and its towns. 4Then the men of Judah came to Hebron, and there they anointed David king over the tribe of Ju-

When David was told that it was the men from Jabesh Gilead who had buried Saul, 5h sent messengers to them to say to them, "The LORD bless you for showing this kindness to Saul your master by burying him. 6 May the LORD now show you kindness and faithful ness, and I too will show you the same favor because you have done this. 7 Now then, be

War Between the Houses of David

Meanwhile, Abner son of Ner, the comand Saul ander of Saul's army, had taken Ish-Bosheth He made him king over Gilead, Ashuri elezreel, and also over Ephraim, Benjamin

wish-Bosheth son of Saul was forty years at when he became king over Israel, and he remained loyal to David. "The length of me David was king in Hebron over Judah was wen years and six months.

Baboer son of Ner, together with the men #sh-Bosheth son of Saul, left Mahanaim and #180-boshem. 13 Joab son of Zeruiah and Daen went out and met them at the pool of Meen. One group sat down on one side of the

All right, let them do it," Joab said. So they stood up and were counted offelve men for Benjamin and Ish-Bosheth son Rail and twelve for David. 16 Then each man abed his opponent by the head and thrust dagger into his opponent's side, and they down together. So that place in Gibeon was

The battle that day was very fierce, and gand the Israelites were defeated by Da-

The three sons of Zeruiah were there: jah Ahishai and Asahel. Now Asahel was affect-footed as a wild gazelle. 19 He chased the turning neither to the right nor to the and asked, "Is that you, Asahel?

Then Abner said to him, "Turn aside to enter to the left; take on one of the young and strip him of his weapons." But Asahe

Again Abner warned Asahel, "Stop chasne Why should I strike you down? How ad look your brother Joah in the face?" Ma Asahel refused to give up the pursuit; the thrust the butt of his spear into Asasamech, and the spear came out through stack He fell there and died on the spot sery man stopped when he came to the itere Asahel had fallen and died.

buloub and Abishai pursued Abner, and ther's concubine?

as the sun was setting, they came to the hill of Ammah, near Giah on the way to the wasteland of Gibeon. 25 Then the men of Benjamin rallied behind Abner. They formed themselves into a group and took their stand on top of a hill.

26 Abner called out to Joab, "Must the sword devour forever? Don't you realize that this will end in bitterness? How long before you order your men to stop pursuing their fellow Israel-

27 Joab answered, "As surely as God lives, if you had not spoken, the men would have continued pursuing them until morning.

28 So Joab blew the trumpet, and all the roops came to a halt; they no longer pursued Israel, nor did they fight anymore.

29 All that night Abner and his men marched through the Arabah. They crossed the Jordan, continued through the morning hoursh and

Good Doe group sat down on one sue of the plad one group on the other side.

"met above side loops." Let's have some "met above side loops." Let's have some above side loops. Let's have some above side point men get up and fight hand to also provide the whole army. Besides Asahel, planting the side of the 31 But David's men had killed three hundred and sixty Benjamites who were with Abner.

32 They took Asahel and buried him in his father's tomb at Bethlehem. Then loab and his men marched all night and arrived at Hebron by daybreak.

The war between the house of Saur and the house of David lasted a long time. The war between the house of Saul and David grew stronger and stronger, while the house of Saul grew weaker and weaker.

<sup>2</sup> Sons were born to David in Hebron

His firstborn was Amnon the son of

his second, Kileab the son of Abigail the widow of Nabal of Carmel;

the third, Absalom the son of Maakah daughter of Talmai king of Gesh the fourth, Adonijah the son of Hag-

the fifth, Shephatiah the son of Abital; s and the sixth, Ithream the son of Da-

vid's wife Eglah. These were born to David in Hebron.

#### Abner Goes Over to David

During the war between the bouse of Saul and the house of David, Abner had been strengthening his own position in the house of Saul. Now Saul had had a concubine named Rizpah daughter of Aiah. And Ish-Bosheth said to Abner, "Why did you sleep with my la-

es field of daggers on field of hostilities.

#### **BIBLICAL WORLDVIEW**

All of human existence is shaped by some story. Nothing in life is neutral. As a Christian school, we want God's word, the Bible, to shape how we think about, live in and respond to God's world.

#### **CONTINUOUS REFINEMENT**

As people, God has equipped us to continuously grow and mature. We are enabled to do this both individually and as a community.

Continuous refinement is possible as a community through the application of wisdom, the effect of sanctification and the result of reflective and transparent communication.

#### THINKING & ACTING STRATEGICALLY

Our purpose at Chairo is clear: the transformation of every student. The Company Directors who govern Chairo are committed to thinking, planning, allocating resources and acting strategically toward this purpose.

#### **OUR SUCCESS FACTORS**

The elements of our organisation that will enable us to achieve our purpose at Chairo are:

- educators;
- students;
- culture and community;
- experiences and programs;
- systems and processes;
- resources and environment; and
- leaders.

Strategic priorities will be intentionally pursued within each of these seven factors over the life of a strategic plan.



#### **EDUCATORS**

Transformed and transforming professionals who achieve better results for every student

Our priority is to see evidence-informed educators facilitating learning for every student.

#### **LEADERS**

Leaders who serve and influence, to bring about a God-honouring future

Our priority is to establish leadership structures and development opportunities that maximise effectiveness and sustainability.

#### **STUDENTS**

Participants in learning who take responsibility for themselves and want the best for others

Our priority is to provide opportunities for wellbeing through relationship, responsibility, challenge, achievement and character development.

Our priority is to equip every student to apply themselves responsibly and capably in order to achieve in a range of endeavours.

#### **CULTURE & COMMUNITY**

A people who love God and love others through their attitudes, actions and interactions

Our priority is to grow a Christ-centred culture through communication, training and accountability.

#### **SYSTEMS & PROCESSES**

Refining effective and efficient means of fulfilling our mission

Our priority is to refine purposeful, articulated systems and processes that release stakeholders to make a fuller contribution to student formation.

#### **EXPERIENCES & PROGRAMS**

Delivering rich and rigorous opportunities that foster responsive discipleship

Our priority is to ensure that every student experience is intentional, contextual and responsive.

#### **RESOURCES & ENVIRONMENT**

Purposeful stewardship to bless and be blessed

Our priority is to develop a set of sound and adaptable projections and plans that guide the sustainable use of our resources and environment.

#### **OVER THE HORIZON STATEMENT**

The following statement captures Chairo's testimony to God's faithfulness, and also the sacrifice and service of those who have gone before us. We plan forward, as those called to steward wisely, maintaining our trust in God's continual faithfulness.

By God's grace, Chairo has been equipped to live out its mission of providing excellence in Christ-centred education, in partnership with families, in a caring Christian community for four decades.

Built on the faith, prayers, sacrifice and service of families and staff members who have gone before us, we are blessed to benefit from a multi-campus school serving the greater Gippsland region.

Whilst the culture, environment, expectations and requirements have all changed since Chairo commenced, the One on whom our school is founded has not.

As stewards of this school, trusting for God's provision and protection for whatever is ahead, we commit to planning and serving in faith, with wisdom, courage and commitment, in the environments that we find ourselves, so that Chairo's vision and mission are fulfilled into the future.



#### STRATEGIC STATEMENT

The following statement identifies the particular hopes that will guide the work of Chairo's leadership over the coming decade. These hopes are shaped in light of what our Company Directors believe is coming 'over the horizon' for our school, our communities and our society.

Asking for and trusting in the wisdom, provision and protection that can only come from God, our Directors are committed to developing the following areas over the next decade so we may see *Christ's redemptive impact in the world through the capability, character and commitment of each student.* 

#### Biblical faithfulness

It is our hope that Chairo is an authentic, vibrant and humble presence within our culture so that our vision, values and mission are expressed in a biblically faithful way.

#### **Christian community**

It is our hope that Christian staff, students and families at Chairo reflect God's love so that everyone in our community can find hope and comfort in Christ.

#### Committed partnership

It is our hope that Chairo fosters productive relationships so that genuine partnership is experienced by all members of the school community.

#### Leadership strength

It is our hope that Chairo will refine our governance, educational and operational capabilities so that we can provide excellent Christian education.

#### Wise stewardship

It is our hope that Chairo shares God's generous provision, with discernment, so that needs and opportunities for Christian education may be met with excellence, in sustainable ways.

MISSION, VALUES & VISION EDUCATORS Transformed and transforming professionals Actively Paticipating Soprats LEADERS influencing and serving and their CONTINUOUS REFINEMENT BIBLICAL WORLDVIEW Stewardship
Stewardship

CES & ENVIRONMENT CULTURE & COMMUNITY STUDENT Demonstrating purposeful stewardship **TRANSFORMATION** Loving God and Loving others Building capability, character and commitment Eta Delivering rich and rigorous learning PROGRAMS Refining effectively and efficiently SYSTEMS & PROCESSES THINKING & ACTING STRATEGICALLY

## **IDENTITY**

Who are we?

Chairo's processes always start with who we are and why we exist.

### **MODEL**

How will we operate?

Our model identifies our core business and success factors.

# REPORTING (ANNUALLY)

How are we going?

Our reporting ensures transparency and accountability.

# Strategy on a Page

# **AWARENESS**

What environment are we in?

Our planning responds to how our environment is changing.

#### PLAN (MULTI-YEAR)

What is our strategy?

Our plan identifies our agreed goals.

Governance, Corporate & Operational Plans

# COMMITMENT (DECADE)

What's our commitment?

Our commitment guides our planning over the next decade.





DROUIN • LEONGATHA • PAKENHAM • TRARALGON

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