

St Paul's College

Annual Plan 2026



ST PAUL'S COLLEGE
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Strategic Goal #1: Special Character

Objective: Holistically embed the Catholic Marist ethos to ensure every student develops a strong Christian moral compass and actively practices faith through witness and service.

Goals	Persons Responsible	Outcomes	Goals Met
<p>Foster an environment for students and staff to deepen their personal relationship with Christ through spiritual formation.</p> <ul style="list-style-type: none"> • <u>Promote active spiritual engagement</u> by facilitating encounters with Christ offering the Sacramental Programme to our students, celebrating more Masses led by students, House Masses led by students every term, Chapel Liturgies led by students from every year level, promote The Young Vinnies and Caritas. 	<p>DRS, Headmaster, HOD RE, RE Teachers</p>	<p>Build a strong Catholic tradition among all our students and staff having increased participation rates. Student led prayers and reflections done throughout the year.</p>	
<ul style="list-style-type: none"> • All initiatives will be supported by the teachers at the college throughout the year and thus enhancing each teacher's own faith journey. 	<p>DRS, HOD RE, All teachers</p>	<p>High level of engagement among staff. a measurable increase in the frequency and quality of student leadership.</p>	
<ul style="list-style-type: none"> • <u>Anchor Leadership in faith:</u> All staff and teachers will be given opportunities for Professional Development in our faith. All staff are always invited and expected to attend our liturgies and masses. 	<p>DRS, HOD RE, SLT</p>	<p>Faith-based professional development provided to staff in addition to students. Involvement of all staff in school liturgies and Masses, setting a positive example for students.</p>	

Strategic Goal #2: Governance

Objective: Ensure proactive and compliant governance through a high-performing Board that strategically guides college operations, finances, and the preservation of its Special Character.

Goals	Persons Responsible	Outcomes	Goals Met
Ensure the Board's composition and skills align with strategic needs and compliance requirements.	JLD/KSO	An annual Board self-review and skills audit is completed, resulting in a documented plan for recruitment or professional development to address any identified gaps in areas like finance, compliance, or Marist Special Character.	
Implement a robust schedule for strategic planning and compliance oversight.	JLD/KSO	A quarterly report is provided to the Board that details the college's progress against the Annual Plan, key performance indicators (KPIs) for operations and finance, and a compliance status checklist for all relevant legislation and Special Character requirements.	
Strengthen the Board's role in guiding the preservation and promotion of the College's Special Character.	JLD/KSO	Board meeting agendas consistently include a dedicated item for reviewing the impact of key operational and financial decisions on the Catholic Marist ethos, and an annual review of the college's Special Character adherence is completed.	

Strategic Goal #3: Leadership

Objective: Cultivate visionary, ethical Catholic Marist leadership that drives a culture of continuous improvement, strategic agility, and robust community and staff succession planning.

Goals	Persons Responsible	Outcomes	Goals Met
Strengthening the staff leadership capacity through targeted professional development and succession training.	Headmaster, SLT	Clear leadership pathways for emerging middle leaders. Professional learning tied to appraisal and strategic goals. Identified successors for key positions.	
Create a culture of innovation, continuous improvement and adaptive learning by embracing new technologies and teaching methods.	SLT- Headmaster, Deputy Headmaster Curriculum, Deputy Headmaster Student Achievement, Assistant Headmaster Middle School	Monitor and provide feedback on improvement school wide on a term-by-term basis.	
Strengthen partnerships with alumni, industry and other Marist Schools in the Star of the Sea Province to provide enriching opportunities for students.	SLT- Headmaster, DH Curriculum, DH Operations and Pastoral, Old Boys', Development Foundation	Increased student access to career and vocational opportunities. Hold joint educational or cultural initiatives with other Marist Schools. Maintain an up-to-date database of Alumni and reach out for support of school initiatives.	

Strategic Goal #4: Learning and Curriculum Design

Objective: Deliver an adaptive, future-ready curriculum that integrates Catholic Marist values with cutting-edge pedagogy to develop confident, critical, and compassionate lifelong learners.

Goals	Persons Responsible	Outcomes	Goals Met
Conduct a full audit of all Year 9 and Year 10-unit plans and major assessment tasks to ensure they meet the specific requirements and cognitive load of the CAA Literacy and Numeracy standards.	Deputy Headmaster Curriculum, Deputy Headmaster Student Achievement, Assistant Headmaster Middle School	100% of Year 9 and 10 units are revised to include specific CAA-style activities.	
Lead and deliver at least two mandatory departmental professional development sessions focused specifically on: a) Identifying and teaching the literacy demands of your subject. Key vocabulary taught.	SLT- Headmaster, Deputy Headmaster Curriculum, Deputy Headmaster Student Achievement, Assistant Headmaster Middle School	Key vocabulary is pre-taught and discussed in department meetings.	
Consistently integrate explicit CAA-aligned practice into weekly lessons. This includes using at least one CAA-style short response or problem-solving task per week, emphasizing clear communication (Literacy) and data manipulation (Numeracy). Direct and deliberate teaching is evident.	HOD's and Teachers	1-Lesson plans show evidence of weekly CAA integration across all junior classes (e.g., 'Do Now' tasks, success criteria. School pedagogy document is explicitly followed by classroom teachers.) 2- We will see teachers continuously engaged with students and feedback and feedforward will be evident across the classroom. Success criteria is explicit and reinforced at the conclusion of the lesson.	

Strategic Goal #5: Pastoral

Objective: Establish a proactive, culturally responsive, and holistic pastoral care network that equips every student with the resilience and support needed to thrive academically and personally.

Goals	Persons Responsible	Outcomes	Goals Met
To strengthen attendance culture through clear expectations, communication, and daily follow up systems.	Deputy Headmaster (Pastoral), Deans, Sports Director,	Attendance messaging embedded into assemblies, newsletters and year level assemblies. Identity and track students under 80% attendance. Termly recognition of students and houses with top attendance.	
Establish clear expectations and accountability for online conduct that reflect the St Paul's College Values of Faith, Commitment, Excellence, Courage and Brotherhood.	SLT, ICT Manager (New Era), Deans.	Parent forums and staff PLD sessions on supporting safe and responsible device use. Parents report increased confidence in managing online challenges.	

Strategic Goal #6: Teachers and Staff

Objective: Attract, develop, and retain high-calibre staff by fostering a culture of continuous professional growth, well-being, and expertise in future-focused instructional practices.

Goals	Persons Responsible	Outcomes	Goals Met
Promote a positive and productive environment by modelling expectations and implementing daily routines that maximise teaching and learning. Evaluating this culture through proactive scheduled reviews.	SLT- Headmaster, DH- Curriculum, DH- Pastoral and Operations, DH- Student Achievement, AH- Middle School, HOD's	All staff members consistently model the expected standards for professional conduct, punctuality and engagement. Increased student and staff attendance rates reflecting a positive engagement with the school environment.	
Implement rigorous and effective review, appraisal systems, and continuous appointment processes necessary to ensure teaching mastery in subject areas is consistently upheld, and to ensure proficiency for Support Staff.	SLT- Headmaster, DH- Curriculum, DH- Pastoral and Operations, DH- Student Achievement, AH- Middle School, HOD's	Teaching: participate in formal appraisal cycle which includes peer observations, goal setting and evidence-based reviews of teaching practice and subject mastery. Support Staff: Participate in an annual review system focusing on role proficiency, customer service and alignment with college operations. Identified skill gaps are directly addressed through targeted training programs.	
Ensure regular, focused professional learning time to support teachers and support staff that addresses individual needs and ensures proficiency in function across all aspects of the college.	Headmaster, DH- Curriculum, DH- Pastoral and Operations	Staff PD offered regularly on Tuesday mornings before assembly. Expert teachers offering mentorship to colleagues in developing specific subject or pedagogical skills.	

Strategic Goal #7: Co-Curricular Activities

Objective: Foster a diverse and inclusive co-curricular programme (Sport, Music & Arts, Service) with mandatory participation and dedicated staff involvement to build character, resilience, and a strong sense of community.

Goals	Persons Responsible	Outcomes	Goals Met
Reinforce that School attendance and a Positive School Conduct are prerequisites for participation in co-curricular activities.	Deputy Headmaster (Pastoral), Attendance Officer, Deans, Director of Sport and Director of Music.	Students understand that poor attendance affects eligibility for teams, trips, and leadership positions. School attendance expectations communicated in assemblies and newsletters.	
Increase the number of students participating in at least two (2) school sports each year, one sporting code in the summer and one in the winter.	Director of Sport, Deputy Headmaster (Pastoral), PE Department.	Growth in team registrations and wider participation across all year levels.	

Strategic Goal #8: Finance and Property

Objective: Ensure the long-term financial sustainability of St Paul's College along with optimal maintenance of facilities.

Goals	Persons Responsible	Outcomes	Goals Met
Explore new revenue streams and partnerships to support the College development.	Headmaster, Finance Committee, Development Foundation, PTFA	Increased fundraising, sponsorships, and grant funding to support College needs. Establishment of at least one new community or corporate partnership.	
Conduct collaborative planning for the development of the 10 year Strategic Property plan & 10YPP Cyclical Maintenance plan.	Proprietor, Property Committee	Completed 10-year Strategic Property Plan submitted to MOE for Roll Growth application Continued annual upkeep of facilities via Policy One and College funds	
Timely Budget requests Term 3 with final Board approved Budget circulated and managed by Budget holders to ensure no overspends.	Finance Committee, Staff Budget holders, Business Manager	Income and Spends regularly provided - Business Manager - reviewed regularly by Budget holders then adjusted (as required) to ensure exposure to College is as per Budgeted exposure	
Ensure compliance with all legislative and Board requirements for health, safety and emergency management.	Headmaster, Deputy Headmaster (Pastoral Operations, Property Manager, Finance Manager.	Full Compliance with NZ Health and Safety at work ACT 2015; completion of emergency drills as required in the school terms; accurate reporting of incidents to the college board.	

Strategic Goal #9: Community

Objective: St Paul's College will primarily enrol Catholic families along with their sons. Parents are expected to participate in their son's learning and college life. Building relationships, gaining trust, and confidence will engage the local and college community.

Goals	Persons Responsible	Outcomes	Goals Met
<p>1. Strengthened Communication Channels</p> <p>Build community engagement by implementing an integrated communication strategy using various platforms. Ensuring transparent reporting and responsive feedback in a timely manner.</p>	<p>SLT, Deans, Teaching staff</p>	<p>Ensure use of the communication platform SchoolBridge is used widely by our parents and students.</p>	
<p>2. Fostering a Culture of Engagement</p> <p>Create an inclusive college community by building active partnerships with parents, iwi, and alumni by hosting engaging events that strengthen a sense of belonging and valued input.</p>	<p>SLT, Deans, Teaching staff, PTFA, BOT</p>	<p>Host annual events that involve parents, iwi and alumni.</p>	
<p>3. Promoting the College's Identity and Values</p> <p>Increase the college's community presence, promoting a strong brand identity by building strategic local partnerships, and empowering student ambassadors.</p>	<p>SLT, all staff, PTFA, Deans of Yr11/12/13 Old Boys association</p>		