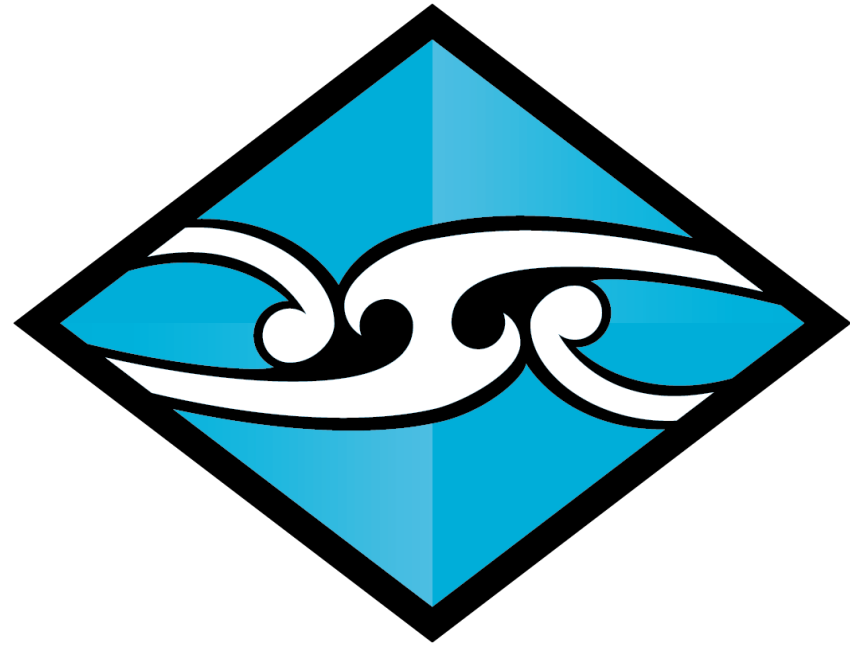


**Diocese of Palmerston North  
Catholic  
Education Office**

**STRATEGIC**

**PLAN**

**2020 - 2022**



**TE ROHE PĪHOPA  
O TE PAPAIOEA**

## **Our Mission Statement**

We focus on walking with people as together we encounter, understand and witness to the love and joy of the living God and the Church.

## **Our Core Values**

Through living the virtues of:

Whakapono - Faith

Tumanako- Hope

Aroha- Love

we will respond with a generous spirit to every relationship we engage in.

## **Statement of Purpose**

We are a team of Catholic educators working to empower the ongoing transformation of authentically Catholic schools within their faith communities.

We do this by walking alongside people, listening to understand, and by providing advice, support, challenge and professional formation.

# The Disciple's Journey

The New Zealand Catholic Bishops (2014) state that the goal of Catholic schools, through their educational endeavour, is to:

- provide a genuine encounter with Jesus Christ, leading to a committed relationship with Him.
- create a deep desire to grow in knowledge of Christ, His teachings, and His Church.
- bring Catholic faith, culture and life into harmony.
- communicate Christ's Gospel of love, mercy and justice in both word and deed (Christian witness).

The Palmerston North Catholic Education Office (PNCEO) has chosen to organise our strategic goals under the four dimensions of Catholic Special Character outlined in *Āhuatanga Katorika Arotake Me Te Ahu Whakamua - Catholic Special Character Review for Development*. These dimensions encompass how a school, and the PNCEO, can effectively live out the goal of Catholic schools.

The four dimensions are:

Dimension 1: Te Tūtaki ki a Te Karaiti - Encounter with Christ  
Spiritual formation, Evangelisation, Faith-based Leadership

Dimension 2: Te Whakatupu Mā Te Mātauranga - Growth in Knowledge  
Leadership, Religious Education, Catholic Curriculum

Dimension 3: Te Whakaatu Karaitiana - Christian Witness  
Catholic School Community, Partnership and Collaboration, Te Tiriti o Waitangi, Pastoral Care, Service and Outreach

Dimension 4: Te Kaitiakitanga Me Te Whakapakari - Te Tuakiri Katorika - Safeguarding and Strengthening Catholic Special Character  
Stewardship, Legal Obligations

New Zealand Catholic Bishops Conference (2014). *The Catholic Education of School Age Children*. Wellington.

New Zealand Catholic Education Office (2018). *Āhuatanga Katorika Arotake Me Te Ahu Whakamua - Catholic Special Character Review for Development*.

<https://www.nzceo.org.nz/resource-items/catholic-special-character-review-for-development/>

# Palmerston North Diocese Catholic Education Office

## Strategic Goals 2020-2021

### Dimension 1: Te Tūtaki ki a Te Karaiti - Encounter with Christ Spiritual formation, Evangelisation, Faith-based Leadership

2020	2021	2022
<ul style="list-style-type: none"> <li>● Grow new Catholic leaders to our Diocese</li> <li>● Respond to the leadership challenges and opportunities of all our Principals and Boards of Trustees</li> <li>● Identify and respond to the needs of school communities requiring additional support</li> <li>● Increase understanding of how to use the <i>Catholic Special Character Review for Development</i> document effectively</li> <li>● Engage in a robust appraisal process for the Education Team</li> </ul>	<ul style="list-style-type: none"> <li>● Grow new Catholic leaders to our Diocese</li> <li>● Respond to the leadership challenges and opportunities of all our Principals and Boards of Trustees</li> <li>● Review and evaluate our own Catholic Special Character review processes</li> <li>● Increase understanding of how to use the <i>Catholic Special Character Review for Development</i> document effectively</li> </ul>	<ul style="list-style-type: none"> <li>● Grow new Catholic leaders to our Diocese</li> <li>● Respond to the leadership challenges and opportunities of all our Principals and Boards of Trustees</li> <li>● Increase understanding of how to use the <i>Catholic Special Character Review for Development</i> document effectively</li> </ul>

**Dimension 2: Te Whakatupu Mā Te Mātauranga - Growth in Knowledge  
Leadership, Religious Education, Catholic Curriculum**

2020	2021	2022
<ul style="list-style-type: none"> <li>● Build capability and confidence in the planning and delivery of sexuality education across the Diocese of Palmerston North</li> <li>● Build capability in our schools to implement the new curriculum which has an emphasis on the integration of faith and life</li> <li>● Explore different modes of delivery for our services</li> <li>● Build schools' confidence and capability to lead their own professional formation</li> </ul>	<ul style="list-style-type: none"> <li>● Build capability and confidence in the planning and delivery of sexuality education across the Diocese of Palmerston North</li> <li>● Build capability in our schools to implement the new curriculum which has an emphasis on the integration of faith and life</li> <li>● Explore different modes of delivery for our services</li> <li>● Build schools confidence and capability to lead their own professional formation</li> </ul>	<ul style="list-style-type: none"> <li>● Build capability and confidence in the planning and delivery of sexuality education across the Diocese of Palmerston North</li> <li>● Build capability in our schools to implement the new curriculum which has an emphasis on the integration of faith and life</li> <li>● Build schools confidence and capability to lead their own professional formation</li> </ul>

**Dimension 3: Te Whakaatu Karaitiana - Christian Witness  
Catholic School Community, Partnership and Collaboration, Te Tiriti o Waitangi, Pastoral Care, Service and Outreach**

2020	2021	2022
<ul style="list-style-type: none"> <li>● Strengthen the collaboration between the Catholic leadership teams in parishes and schools</li> <li>● Collaborate more effectively with Diocesan Pastoral and Youth Teams</li> <li>● Ensure that our practice reflects the commitment of the Aotearoa Catholic Church to bi-cultural partnership</li> <li>● Grow our capability to support Māori tumuaki and kaiako in our schools</li> </ul>	<ul style="list-style-type: none"> <li>● Strengthen the collaboration between the Catholic leadership teams in parishes and schools</li> <li>● Collaborate more effectively with Diocesan team</li> <li>● Ensure that our practice reflects the commitment of the Aotearoa Catholic Church to bi-cultural partnership</li> <li>● Grow our capability to support Māori tumuaki and kaiako in our schools</li> </ul>	<ul style="list-style-type: none"> <li>● Strengthen the collaboration between the Catholic leadership teams in parishes and schools</li> <li>● Collaborate more effectively with Diocesan team</li> <li>● Ensure that our practice reflects the commitment of the Aotearoa Catholic Church to bi-cultural partnership</li> <li>● Grow our capability to support Māori tumuaki and kaiako in our schools</li> </ul>

**Dimension 4: Te Kaitiakitanga Me Te Whakapakari - Te Tuakiri Katorika - Safeguarding and Strengthening Catholic Special Character Stewardship, Legal Obligations**

2020	2021	2022
<ul style="list-style-type: none"> <li>Support Boards of Trustees to ensure that all school governance policies and procedures reflect our Catholic special character</li> <li>Ensure Boards of Trustees understand their responsibilities around Conditions of Appointment</li> </ul>	<ul style="list-style-type: none"> <li>Support Boards of Trustees to ensure that all school governance policies and procedures reflect our Catholic special character</li> <li>Grow Board of Trustees understanding of their responsibilities in terms of Catholic special character governance and the application of this to their practice.</li> </ul>	<ul style="list-style-type: none"> <li>Support Boards of Trustees to ensure that all school governance policies and procedures reflect our Catholic special character</li> <li>Grow Board of Trustees' understanding of their responsibilities in terms of Catholic special character governance and the application of this to their practice.</li> </ul>

**Palmerston North Diocese Catholic Education Office  
Annual Plan 2021**

**Dimension 1: Te Tūtaki ki a Te Karaiti - Encounter with Christ  
Spiritual formation, Evangelisation, Faith-based Leadership**

Catholic Special Character Goals and Annual Objectives	Strategies	Expected Outcomes	How did we go? How do we know? Next steps
<p><b>Annual Plan Objective</b> Grow new Catholic leaders to our Diocese</p>	<ul style="list-style-type: none"> <li>New Catholic Principal's induction and support programme</li> </ul>	<ul style="list-style-type: none"> <li>2 face to face visits so Principals will have growing confidence with compliance</li> <li>Face to face visit with BOT Chair to ensure that the new principal is supported</li> <li>One group meeting with focus on spiritual formation / practical application of CST principles in decision making</li> </ul>	

	<ul style="list-style-type: none"> <li>Promote leadership pathways (NZCEO led)</li> <li>Individual DRS induction programme tailored to meet their needs</li> <li>Teachers new to Catholic Schools conference</li> <li>Combined DRS and Principals/DRS conference</li> </ul>	<ul style="list-style-type: none"> <li>Developing understanding of what Catholic leadership is</li> <li>Promotion of NZCEO Aspiring Leaders Day 2021</li> <li>Grow awareness of Boards, Principals and our Kahui Ako's responsibility to support aspiring Catholic leaders</li> <li>Video local principal on how she develops leadership within her staff</li> <li>Jane and Candice to promote opportunities for DRSs to develop their awareness of senior management professional leadership opportunities e.g. NZSTA, coaching, leadership readings</li> <li>The DRS induction programme is applied consistently to both DRS groups</li> <li>The two day conference is reviewed in light of 2020 TNCS at Sacred Heart College and not having RE501 as part of the conference</li> <li>DRS day will focus on current areas of interest eg: new curriculum, sexuality</li> </ul>	
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		<ul style="list-style-type: none"> <li>● Shared understanding of the Mission, in the context of co-leadership with key faith leaders (Principal, clergy, other ministries)</li> </ul>	
<p><b>Annual Plan Objective</b> Respond to the leadership challenges and opportunities of all our Principals and Boards of Trustees</p>	<ul style="list-style-type: none"> <li>● Ensure that every school principal, DRS and BOT Chairperson has been contacted by the Education Team at least twice in 2021</li> <li>● Once a term invite principals to take part in a consultation focus group to on key PNCEO initiatives/updates</li> <li>● Analyse the trends from review reports so we have an understanding of the issues and opportunities our schools are facing</li> <li>● Design a system and structure to address indicated support offered in Catholic special character reviews</li> </ul>	<ul style="list-style-type: none"> <li>● To build relationships, celebrate, be aware of what's on top and support where necessary</li> <li>● Feedback is given to PNCEO on initiatives</li> <li>● 'What's on top' for principals is shared with PNCEO</li> <li>● Strategic formation which addresses the common issues and opportunities e.g. sexuality education framework</li> <li>● Post review meeting with Principal/DRS/Proprietors reps to complete a plan to support implementation of key recommendations</li> <li>● We are confident that we are fulfilling our responsibilities in terms of special character review follow up</li> </ul>	
<p><b>Annual Plan Objective</b> Review and evaluate our own Catholic Special Character review processes</p>	<ul style="list-style-type: none"> <li>● Schools will complete a post review feedback evaluation</li> <li>● PNCEO post review process conversation</li> </ul>	<ul style="list-style-type: none"> <li>● Our review processes are being renewed each time we do a review</li> <li>● Capture the Māori expression of our Catholic faith and Māori</li> </ul>	



	<ul style="list-style-type: none"> <li>Plan and embark on our journey of formation of how to review our Catholic Māori colleges</li> </ul>	spirituality in our two Māori secondary schools	
<b>Annual Plan Objective</b> Increase understanding of how to use the <i>Catholic Special Character Review for Development</i> document effectively	<ul style="list-style-type: none"> <li>Invest time and expertise as part of the working group reviewing the current <i>Catholic Special Character Review for Development</i> document</li> <li>Focus on growing schools capability of internal evaluation</li> <li>Explore the 3 dimensions at the principal/DRS conference</li> </ul>	<ul style="list-style-type: none"> <li>By the end of 2020 we will be ready to roll the amended changes out across the Diocese</li> <li>A sample of schools trial internal evaluation with support from the PNCEO with the aim of having some models of good practice</li> <li>Internal evaluation is understood as an intentional cycle of inquiry for growth of Catholic Special Character</li> </ul>	

**Dimension 2: Te Whakatupu Mā Te Mātauranga - Growth in Knowledge Leadership, Religious Education, Catholic Curriculum**

<b>Catholic Special Character Goals and Annual Objectives</b>	<b>Strategies</b>	<b>Expected Outcomes</b>	<b>How did we go? How do we know? Next steps</b>
<b>Annual Plan Objective</b> Build capability and confidence in the planning and delivery of sexuality education across the Diocese of Palmerston North	<ul style="list-style-type: none"> <li>Focus on new resource grids at DRS conference</li> <li>Regional 1-1 conference times to ascertain where a school is at and what support they need</li> <li>Provide support using a variety of strategies</li> <li>HLTF online blended delivery</li> </ul>	<ul style="list-style-type: none"> <li>Increased confidence of DRS's to implement/lead/support sexuality curriculum implementation and progress in the development of the curriculum in their context</li> <li>HLTF is guaranteed to go ahead.</li> </ul>	
<b>Annual Plan Objective</b>	<ul style="list-style-type: none"> <li>Focus area for DRS conference; curriculum itself</li> </ul>	<ul style="list-style-type: none"> <li>With this information, DRSs and Principals are continuing to build</li> </ul>	

<p>Build capability in our schools to implement the new RE curriculum which has an emphasis on the integration of faith and life</p>	<ul style="list-style-type: none"> <li>● Reinforce links to new curriculum embedded in the Bridging Document</li> <li>● Begin to discuss strategies for leading change; building culture of trust etc</li> </ul>	<p>their capability around robust delivery of the RE curriculum and integration of faith and life</p>	
<p><b>Annual Plan Objective</b> Explore different modes of delivery for our services</p>	<ul style="list-style-type: none"> <li>● Build our capability around using Google Classroom to deliver HLTF</li> <li>● Explore Google Education Suite for sharing resources folder for Principals/BOT/DRSs</li> <li>● Build our capability in using Teams</li> </ul>	<ul style="list-style-type: none"> <li>● HLTF delivered in a sustainable and current pedagogical practice</li> <li>● A platform is created to share resources outside our organisation</li> <li>● Align with Diocesan systems</li> </ul>	
<p><b>Annual Plan Objective</b> Build schools confidence and capability to lead their own professional formation</p>	<ul style="list-style-type: none"> <li>● Ensure Diocesan Office systems for secondary schools are robust and provide schools with current certification information - tagged, DRS, RE teachers</li> <li>● Explore expanding Kete's capability to include Conditions of Acceptability</li> <li>● Assist DRSs to create a professional formation plan to use their "Kete" data effectively for meaningful formation for their staff</li> <li>● Promote NZCEO formation opportunities</li> </ul>	<ul style="list-style-type: none"> <li>● The Kete information will assist DRS's to inform their decisions about the formation of their staff</li> <li>● There is a transparent system that enables the PNCEO and educators to track progress towards meeting conditions of acceptability</li> <li>● Staff are aware of non award professional formation opportunities</li> </ul>	

### Dimension 3: Te Whakaatu Karaitiana - Christian Witness

#### Catholic School Community, Partnership and Collaboration, Te Tiriti o Waitangi, Pastoral Care, Service and Outreach

Catholic Special Character Goals and Annual Objectives	Strategies	Expected Outcomes	How did we go? How do we know? Next steps
<p><b>Annual Plan Objective</b> Strengthen the collaboration between the Catholic leadership teams in parishes and schools</p>	<ul style="list-style-type: none"> <li>● Combined Principal/DRS Conference with an invitation to Clergy so there is a more coordinated and cohesive approach to the “Mission”</li> <li>● Education team is involved in Diocesan team initiatives around vision /beyond the parish</li> <li>● Formation days lead by TE and Issy for Office Managers in Parishes and Schools</li> </ul>	<ul style="list-style-type: none"> <li>● A common understanding of the Mission</li> <li>● Strengthening of communication and relationships among faith leaders</li> <li>● Our voice is at the table providing an education perspective</li> <li>● These important members in our faith community feel valued and feel part of the Mission in what they contribute</li> </ul>	
<p><b>Annual Plan Objective</b> Collaborate more effectively with Diocesan team</p>	<ul style="list-style-type: none"> <li>● Share our strategic plan and our formation calendar with Diocesan team</li> <li>● To use Microsoft Teams for our calendar, internal collaboration and communication</li> <li>● Collaboration with Issy around the DRS/Principal conference and cluster meetings</li> </ul>	<ul style="list-style-type: none"> <li>● Diocesan teams will see opportunities for collaboration.</li> <li>● Increased communication opportunities</li> <li>● Using expertise within the Diocesan team to share the message of Mission</li> </ul>	

<p><b>Annual Plan Objective</b> Ensure that our practice reflects the commitment of the Aotearoa Catholic Church to bi-cultural partnership</p>	<ul style="list-style-type: none"> <li>● Set a goal within our professional growth cycle related to increasing our capacity within the area of cultural relationships and responsive pedagogy</li> <li>● Use the Book Club approach to support our understanding of recommended texts</li> <li>● Work with the Kaiwhakarite Māori Apostolate (Korty Wilson) and other Māori leaders to learn about the Katorika Māori worldview.</li> <li>● To complete the Te Kupenga paper Māori spirituality - <i>He Timatanga - A Beginning</i></li> <li>● Be proactive in supporting NZCEO to establish a group of Māori educators</li> </ul>	<ul style="list-style-type: none"> <li>● We are intentionally prioritising an inquiry around this goal</li> <li>● This will give us some foundational understanding around Te Tiriti</li> <li>● Increase our understanding of how Katorika Māori sits within Special Character so that in partnership, review processes and protocols that are reflective of Te Ao Māori are created</li> <li>● The establishment of a group of Māori educators who are able to review schools and provide formation and advice to other reviewers so that our reviews are grounded in cultural relationships and responsive pedagogy</li> </ul>	
<p><b>Annual Plan Objective</b> Grow our capability to support Māori tumuaki and kaiako in our schools</p>	<ul style="list-style-type: none"> <li>● Invite Māori tumuaki and kaiako across the Diocese of Palmerston North to hui to create a network, to listen to understand and to gather their voice about their needs and aspirations</li> </ul>	<ul style="list-style-type: none"> <li>● Our Māori tumuaki and kaiako will share their voices and aspirations about being educators in Catholic schools in the Diocese of Palmerston North</li> </ul>	

Dimension 4: Te Kaitiakitanga Me Te Whakapakari - Te Tuakiri Katorika - Safeguarding and Strengthening Catholic Special Character  
Stewardship, Legal Obligations

Catholic Special Character Goals and Annual Objectives	Strategies	Expected Outcomes	How did we go? How do we know? Next steps
<p><b>Annual Plan Objective</b> Support Boards of Trustees to ensure that all school governance policies and procedures reflect our Catholic special character</p>	<ul style="list-style-type: none"> <li>● Create a series of reflective questions/prompts to support boards to ensure that policies and procedures reflect our Catholic special character</li> <li>● Pauline to work with Karen and Rosalie from NZCEO to develop a suite of policies using the NZSTA framework</li> </ul>	<ul style="list-style-type: none"> <li>● All school policies and procedures will intentionally reflect each school's Catholic special character</li> <li>● A suite of policies will be developed by NZCEO using NZSTA framework.</li> </ul>	
<p>Grow Board of Trustees understanding of their responsibilities in terms of Catholic special character governance and the application of this to their practice.</p>	<ul style="list-style-type: none"> <li>● Facilitate Board formation regionally that will deepen their understanding about their roles and responsibilities in safeguarding and strengthening Catholic Special Character (including sexuality)</li> </ul>	<ul style="list-style-type: none"> <li>● Boards will deepen their understanding about their roles and responsibilities in safeguarding and strengthening Catholic Special Character (including sexuality)</li> </ul>	