

**Diocese of Palmerston North  
Catholic Education Office**

# **STRATEGIC PLAN**

**2020 - 2022**



## **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.

## **2020 Beacon Plan Goals for New Zealand Catholic Schools**

**The following goals have been set for the New Zealand Catholic Education System by the New Zealand Council of Proprietors of Catholic State Integrated Schools and the Board of the New Zealand Catholic Education Office:**

- Quality, effective leadership of schools
- Equity, quality and excellence in educational outcomes for each student
- A Catholic population that is knowledgeable about its faith and supportive of its schools
- Well qualified teachers in Catholic schools, especially in the areas of religious education and the special character dimension of the school
- Strong partnership between parishes and schools to support the revitalization of the Church's mission in the world
- Practical commitment to achieving positive, bi-cultural relationships with Māori and developing a resilient multicultural society
- Dynamic graduates from our schools who are committed to promoting the Good News in its various dimensions with emphasis on evangelisation, service, community and social justice
- A national system of schools that is proactive, and that positively interacts with Government, its agencies and with wider national networks
- Commitment to the long term progress and development of the economically and socially disadvantaged
- Commitment to our ecological vocation to care for the earth for the good of all.

**NZCEO adopted 1998. Revised 2006**

# Palmerston North Diocese Catholic Education Office

## Strategic Goals 2020-2021

### Beacon Goal 1

#### Quality effective leadership of schools

2020	2021	2022
<ul style="list-style-type: none"> <li>• Growing new Catholic leaders to our Diocese</li> <li>• Responding to the leadership challenges and opportunities of all our Principals and Boards of Trustees</li> <li>• Increasing understanding of how to use the <i>Catholic Special Character Review for Development</i> document effectively</li> <li>• Robust appraisal process for the Education Team</li> <li>• Explore different modes of delivery for our services</li> <li>• Support Boards of Trustees to ensure that all school governance policies and procedures reflect our Catholic special character</li> </ul>	<ul style="list-style-type: none"> <li>• Growing new Catholic leaders to our Diocese</li> <li>• Responding to the leadership challenges and opportunities of all our Principals and Boards of Trustees</li> <li>• Increasing understanding of how to use the <i>Catholic Special Character Review for Development</i> document effectively</li> <li>• Support Boards of Trustees to ensure that all school governance policies and procedures reflect our Catholic special character</li> </ul>	<ul style="list-style-type: none"> <li>• Growing new Catholic leaders to our Diocese</li> <li>• Responding to the leadership challenges and opportunities of all our Principals and Boards of Trustees</li> <li>• Increasing understanding of how to use the <i>Catholic Special Character Review for Development</i> document effectively</li> <li>• Support Boards of Trustees to ensure that all school governance policies and procedures reflect our Catholic special character</li> </ul>

### Beacon Goal 2

#### Equity, quality and excellence in educational outcomes for each student

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> </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>• Identify and respond to the needs of school communities requiring additional support</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>• Identify and respond to the needs of school communities requiring additional support</li> </ul>

<ul style="list-style-type: none"> <li>Identify and respond to the needs of school communities requiring additional support</li> <li>Build capability in our schools to implement the new curriculum which has an emphasis on the integration of faith and life</li> </ul>	<ul style="list-style-type: none"> <li>Build capability in our schools to implement the new curriculum which has an emphasis on the integration of faith and life</li> </ul>	<ul style="list-style-type: none"> <li>Build capability in our schools to implement the new curriculum which has an emphasis on the integration of faith and life</li> </ul>
<b>Beacon Goal 4</b> <b>Well qualified teachers in Catholic Schools, especially in the areas of Religious Education and the special character dimension of the school.</b>		
<b>2020</b>	<b>2021</b>	<b>2022</b>
<ul style="list-style-type: none"> <li>Build schools' confidence and capability to lead their own professional formation</li> <li>To ensure Boards of Trustees understand their responsibilities around Conditions of Appointment</li> </ul>	<ul style="list-style-type: none"> <li>Build schools confidence and capability to lead their own professional formation</li> <li>To ensure Boards of Trustees understand their responsibilities around Conditions of Appointment</li> </ul>	<ul style="list-style-type: none"> <li>Build schools confidence and capability to lead their own professional formation</li> </ul>
<b>Beacon Goal 5</b> <b>Strong partnerships between parishes and schools to support the revitalization of the Church's mission in the world.</b>		
<b>2020</b>	<b>2021</b>	<b>2022</b>
<ul style="list-style-type: none"> <li>Strengthen the collaboration between the Catholic leadership teams in the parish and schools</li> <li>Collaborate more effectively with the Diocesan Pastoral and Youth Teams</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen the collaboration between the Catholic leadership teams in the parish and schools</li> <li>Collaborate more effectively with the Diocesan Pastoral and Youth Teams</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen the collaboration between the Catholic leadership teams in the parish and schools</li> </ul>
<b>Beacon Goal 6</b> <b>Practical commitment to achieving positive bicultural relationships with Maori.</b>		
<b>2020</b>	<b>2021</b>	<b>2022</b>
<ul style="list-style-type: none"> <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>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>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>

# Palmerston North Diocese Catholic Education Office

# ANNUAL PLAN 2020

Beacon Goals and Annual Objectives	Strategies	Expected Outcomes	How did we go? How do we know? Next steps
<b>Beacon Goal 1 : Quality effective leadership of schools</b>			
<b>Annual Plan Objective</b> Growing new Catholic leaders to our Diocese	<ul style="list-style-type: none"> <li>We will achieve this with the New Catholic Principal's induction and support programme</li> <li>Accompaniment sessions and the regional accompaniment week</li> <li>Individual DRS induction programme tailored to meet their needs</li> <li>Staff new to Catholic Schools conference</li> <li>Combined DRS and Principals/DRS conference</li> </ul>	<ul style="list-style-type: none"> <li>Understanding of what Catholic leadership is</li> <li>Promoting Catholic leadership as a career pathway</li> <li>Boards will develop the capability to govern schools with the special character at the forefront of their conduct and the decisions they make</li> <li>Induction resource is trialled and able to be used in other contexts.</li> <li>DRSs feel confident in their roles.</li> <li>Develop an understanding of what it means to uphold/lead the special character of the school for all staff</li> <li>Shared understanding of the Mission of Catholic schools in this diocese and their role in this.</li> </ul>	

<b>Annual Plan Objective</b> Responding to the leadership challenges and opportunities of all our Principals and Boards of Trustees	<ul style="list-style-type: none"> <li>• Ensure that every school principal and DRS has been contacted by the Education Team at least twice in 2020</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 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>• Strategic formation which addresses the common issues and opportunities e.g. sexuality education framework</li> <li>• We are confident that we are fulfilling our responsibilities in terms of special character review follow up</li> </ul>	
<b>Annual Plan Objective</b> Increasing understanding of how to use the <i>Catholic Special Character Review for Development</i> document effectively	<ul style="list-style-type: none"> <li>• To invest time and expertise as part of the working reviewing the current <i>Catholic Special Character Review for Development</i> document</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> </ul>	
<b>Annual Plan Objective</b> Robust appraisal process for the Education Team	<ul style="list-style-type: none"> <li>• For 2020 to employ an outside facilitator to help us to develop a robust appraisal process based on a growth and development model</li> </ul>	<ul style="list-style-type: none"> <li>• Our inquiry focus will assist us in our roles</li> </ul>	
<b>Annual Plan Objective</b> Explore different modes of delivery for our services	<ul style="list-style-type: none"> <li>• Build our capability around using the right technology for purpose e.g. zoom, facebook posts, calendar, phone, text, google forms etc</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthening of relationships</li> <li>• Utilising our time more wisely</li> <li>• Working smarter not harder</li> <li>• Being more responsive to needs</li> </ul>	

<b>Annual Plan Objective</b> Support Boards of Trustees to ensure that all school governance policies and procedures reflect our Catholic special character	<ul style="list-style-type: none"> <li>• Create a working party to collaborate with Schooldocs to ensure that policies reflect our Catholic special character</li> <li>• Create a template to support boards to ensure that policies and procedures reflect our Catholic special character</li> </ul>	<ul style="list-style-type: none"> <li>• All school policies and procedures will intentionally reflect each school's Catholic special character</li> </ul>	
<b>Beacon 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>Beacon Goal 2 : Equity, quality and excellence in educational outcomes for each student</b>			
<b>Annual Plan Objective</b> Build capability and confidence in planning and delivery of sexuality education across the Diocese of Palmerston North	<ul style="list-style-type: none"> <li>• Gather a group of expert educators to develop a framework from Years 1-13</li> <li>• DRS meetings will have sexuality education as the main focus</li> <li>• Ensure that the Framing Document is introduced at the Principals/DRS conference</li> </ul>	<ul style="list-style-type: none"> <li>• A framework will be completed by the end of Term 2 2020</li> <li>• Increased confidence of DRS's to implement/lead/support sexuality curriculum implementation</li> <li>• Principals are aware of their responsibilities around the implementation of sexuality education in their schools</li> </ul>	
<b>Annual Plan Objective</b> Identify and respond to the needs of school communities requiring additional support	<ul style="list-style-type: none"> <li>• Create a system and structure that enables us to identify and respond to the needs of school communities</li> </ul>	<ul style="list-style-type: none"> <li>• Those school communities that require our additional support will have their needs met</li> </ul>	
<b>Annual Plan Objective</b> Build readiness in our schools to implement the new RE curriculum which has an emphasis on the integration of faith and life	<ul style="list-style-type: none"> <li>• Keep DRSs informed of developments after Religious Education Advisors meetings.</li> <li>• Encourage ongoing use of the Bridging document</li> </ul>	<ul style="list-style-type: none"> <li>• With this information, DRSs and Principals are continuing to build their capability around robust delivery of the RE curriculum and integration of faith and life</li> </ul>	



Beacon Goals and Annual Objectives	Strategies	Expected Outcomes	How did we go? How do we know? Next steps
<b>Beacon Goal 4</b> <b>Well qualified teachers in Catholic Schools, especially in the areas of Religious Education and the special character dimension of the school.</b>			
<b>Annual Plan Objective</b> Build schools confidence and capability to lead their own professional formation	<ul style="list-style-type: none"> <li>• Ensure Diocesan Office systems are robust and provide schools with current certification information</li> <li>• We will work with DRS around how to use their “Kete” data effectively for meaningful formation for their staff</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> </ul>	
<b>Annual Plan Objective</b> To support Boards of Trustees, principals and applicants to understand their responsibilities around “Acceptability” Conditions of Appointment	<ul style="list-style-type: none"> <li>• Bring this to Board of Trustees’ attention during termly newsletter and regional accompaniment meetings</li> <li>• A letter will be sent from the Catholic Education Office congratulating successful applicants, outlining what the responsibilities of a tagged teacher are, as well as their conditions of appointment if any. This will also be sent to the Proprietors Representatives on the Board of Trustees so that they can advocate for support for tagged teachers formation</li> <li>• Discuss any conditions of appointment and the progress made around meeting the conditions at Special Character reviews</li> </ul>	<ul style="list-style-type: none"> <li>• Build capability among our teachers</li> <li>• Teachers who have been tagged will be encouraged to take ownership of their own faith formation and spiritual nourishment</li> <li>• Boards will be informed about their responsibilities in supporting the growth of tagged teachers</li> </ul>	

**Beacon Goal 5****Strong partnerships between parishes and schools to support the revitalization of the Church's mission in the world.**

Beacon Goals and Annual Objectives	Strategies	Expected Outcomes	How did we go? How do we know? Next steps
<b>Annual Plan Objective</b> Strengthen the collaboration between the leadership teams in parishes and schools	<ul style="list-style-type: none"> <li>As a voice for schools, become more involved in the content of Pastoral Days so that a more coordinated and cohesive approach to the "Mission" is planned, implemented, monitored and reviewed</li> <li>Communicate once a term or as appropriate with active Parish Priests</li> <li>Formation days for Office Managers in Parishes and Schools</li> </ul>	<ul style="list-style-type: none"> <li>Pastoral days are relevant to all stakeholders</li> <li>Pastoral Days respond to the vision of the Diocese</li> <li>Stronger relationships between Parishes and Schools</li> <li>A common understanding of the Mission</li> <li>Strengthening of communication and relationships</li> </ul>	
<b>Annual Plan Objective</b> Collaborate more effectively with the Diocesan Pastoral and Youth Teams	<ul style="list-style-type: none"> <li>Share our strategic plan and our formation calendar with these two teams and look for areas where we can collaborate</li> <li>Invite them to our CEO meetings</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities to utilise the skills and knowledge of Fr Jamie Calder SJ and David Wells in parishes</li> <li>Keeping the conversations and opportunities for connections alive between the teams</li> </ul>	

**Beacon Goal 6****Practical commitment to achieving positive bicultural relationships with Maori**

Beacon Goals and Annual Objectives	Strategies	Expected Outcomes	How did we go? How do we know? Next steps
<b>Annual Plan Objective</b> Ensure that our practice reflects the commitment of the Aotearoa Catholic Church to bi-cultural partnership	<ul style="list-style-type: none"> <li>Work with the Kaiwhakarite Māori Apostolate (Korty Wilson) and other Māori leaders to learn about how we walk alongside Māori faith communities in our Diocese</li> </ul>	<ul style="list-style-type: none"> <li>We are developing confidence that, in partnership, we are creating review processes and protocols that are reflective of Te Ao Māori</li> </ul>	

	<ul style="list-style-type: none"> <li>● In partnership, create review processes and protocols that are reflective of Te Ao Māori</li> </ul>		
<b>Annual Plan Objective</b> Grow our capability to support Māori tumuaki and kaiako in our schools	<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> <li>● As an education team learn from Kory Wilson to build our capability around Te Reo and Tikanga Māori</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> <li>● As an education team, we will grow our capability and be more responsive to the needs of our Māori tumuaki and kaiako</li> <li>● Our knowledge of Te Reo and Tikanga Māori will strengthen and improve</li> </ul>	