



SACRED HEART COLLEGE

STRATEGIC PLAN

2024 - 2027

SACRED HEART COLLEGE STRATEGIC PLAN 2024 - 2027

INTRODUCTION

In a message delivered to a delegation from the Global Researchers Advancing Catholic Education (G.R.A.C.E.) at the Vatican's apostolic palace in April 2022, Pope Francis said that Catholic education and formation are more important than ever in "an age awash in information often transmitted without wisdom or critical sense."

"As educators, you are called to nurture the desire for truth, goodness and beauty that lies in the heart of each individual, so that all may learn how to love life and be open to the fullness of life. This involves discerning innovative ways of uniting research with best practices so that teachers can serve the whole person in a process of integral human development. In short, this means forming the head, hands and heart together: preserving and enhancing the link between learning, doing and feeling in the noblest sense. In this way, you will be able to offer not only an excellent academic curriculum, but also a coherent vision of life inspired by the teachings of Christ."

At the local level, in the document *The Catholic Education of School-age Children*, the Catholic Bishops of New Zealand have asserted, "Parents instinctively look for an education of a high standard which will fully develop their child's talents and enable him or her to fully participate in society ... In its academic standards the Catholic school is required to be 'at least as outstanding' as other schools in its area."¹

Also important as a state integrated school, one of the primary objectives for Boards is to give effect to Te Tiriti o Waitangi by working to ensure their plans, policies and local curriculum reflect local tikanga Māori, mātauranga Māori and te ao Māori.

It is with these mandates in mind that the plan for Sacred Heart College was developed. A Strategic Plan, created for mid 2020 - mid 2023, was a blueprint for the School Board to set the strategy and direction for the College. Through an internal review and consultation with the Senior Leadership Team and Board of Trustees, an update with relevant amendments has been created in order to provide guidance for the next three years, 2024-2027.

The strategic priorities contained within this plan are:

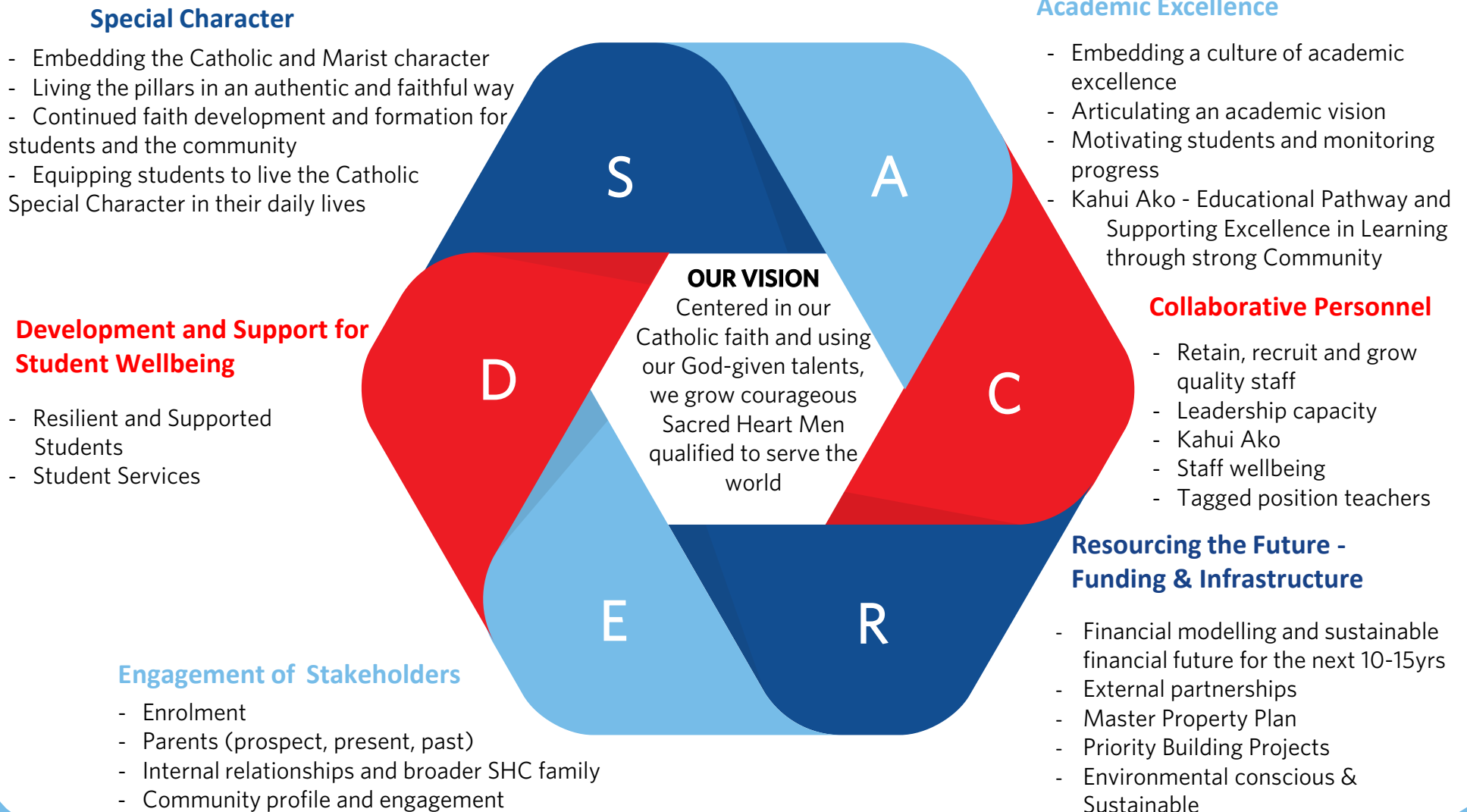
- **S**pecial Character
- **A**cademic Excellence
- **C**ollaborative Personnel
- **R**esourcing the Future - Funding and Infrastructure
- **E**ngagement of Stakeholders
- **D**evelopment and Support for Student Wellbeing

The Strategic Framework for this plan (2024 - 2027) and the Strategic Staircase (2024 to 2033) are contained on the following pages.

Over the next three years we must reflect thoughtfully on the changes we face, act decisively and change our practices as circumstance dictate but at the same time remain steadfast to the beliefs and values that make Sacred Heart College such a great school, a school committed to developing outstanding Sacred Heart Men.

SACRED HEART COLLEGE STRATEGIC PLAN 2024 - 2027

STRATEGIC OVERVIEW 2024 - 2027



SACRED HEART COLLEGE STRATEGIC PLAN 2024 - 2027

STRATEGIC STAIRCASE 2024 to 2033

2024 - 2027

- Embedding the Catholic and Marist character
- Continued faith development and formation for students and community
- Academic focus continued
- Online teaching and learning responsiveness continued
- Retain, recruit and grow quality staff across all subject areas
- Master Property Plan - Science Facility with the inclusion of an Archives Room
- Student Centre - facilities with a holistic view to support students
- Pompallier Block outdoor area
- Sports Centre and Wharenuui plans
- Upper Quad under development
- Maximum Roll Growth Project
- Enrolment Scheme review
- Collaborative Stakeholder relationships
- Continued focus on wellbeing of students and staff
- Financial modelling for the next 10-15yrs to be undertaken in conjunction with Sacred Heart College Limited.

2027 - 2030

- 125 Jubilee Celebrations (2028)
- Master Property Plan - Pompallier Block outdoor area redevelopment
- Sports Centre redevelopment and Wharenuui construction
- Upper Quad development completed
- Exploration and evaluation of co-curricular activities
- Further development of relationships with key stakeholders
- Maintained financial prudence in place
- Exploration for alternative streams of funding
- Exploration of future growth planning based on need

2030 - 2033

- Well established International Student market
- Collaborative stakeholder alliances
- Recognised as the leading Catholic Boys' School in New Zealand
- Future proofing planning continues



SACRED HEART COLLEGE STRATEGIC PLAN 2024 - 2027

VISION STATEMENT

Centered in our Catholic Faith and using our God-given talents, we grow courageous Sacred Heart Men qualified to serve the world.

CORE VALUES

The values embedded in the Catholic, Marist character of the College are drawn from the Spirituality of St Marcellin Champagnat, the founder of the Marist Brothers. These pillars are identified as:

- Family Spirit
- Presence for Others
- Spirit of Simplicity
- Commitment to Diligence and Love of Work
- All in the Way of Mary

Sacred Heart College has identified two further pillars:

- Support for individuals and families in need
- Loyalty and Pride

MISSION STATEMENT

As a Catholic, Marist, Champagnat community, Sacred Heart College develops outstanding mature young men by providing an education which balances spiritual formation with academic, social and physical achievement.

COLLECTIVE AMBITION

Our ambition is to be the leading Catholic Boys' College and leading Boarding Hostel in New Zealand, producing top quality Sacred Heart Men and delivering a holistic education in a culture of high-performing excellence.

STRATEGIC ESSENCE

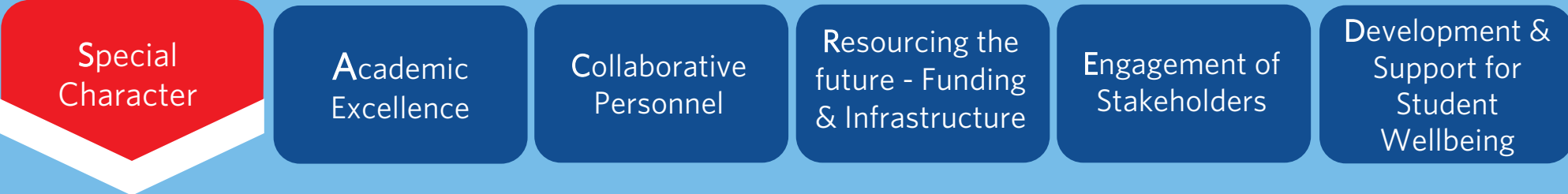
Personal academic excellence for every student supported by an environment that embodies the example of St Marcellin Champagnat.



SACRED HEART COLLEGE STRATEGIC PLAN 2024 - 2027

Special Character (Catholic and Marist)

Challenging boys to embrace a vital, daring and enduring faith in Jesus Christ and His Mission, in the Way of Mary as envisioned by St Marcellin Champagnat and expressed in the pillars.



OBJECTIVES

- All students develop a personal commitment to Catholic and Marist character, beliefs and values
- Implement the external Catholic Character Review recommendations
- Future proofing the Special Character of SHC
- Providing Special Character opportunities
- SHC pillars to inspire action
- Development of the SHC Graduate Profile
- Staff to feel respected and valued

STRATEGIC GOALS

Embedding the Catholic and Marist character

Living out the Pillars and Virtues

STRATEGIES/PROJECTS

Catholic Character-Develop a cohesive vision and action plan for staff and students (including professional development courses) to advance the Special Character of the school including the ongoing participation and involvement of the Marist Brothers

Pillars and Virtues- Define the attributes that reflect the living out of each pillar and develop practical projects that communicate and demonstrate these and SHC Graduate profile attributes to students, in partnership with parents

Retreats - Establish and evaluate retreats for students in Years 12&13 focussing on the vision and pillars as major themes for reflection, understanding and action

Service Programmes- Continue with the Sacred Heart Marist Man Service programme and introduce to all levels

MEASURES

- Number of key Special Character initiatives organized and completed e.g Young Vinnies, Eucharistic Ministers, Sacramental Programme
- Percentage of students involved in key Special Character initiatives
- Presence and contribution of Marist Chaplain on-site
- Provision of alternative ways of sharing Special Character events
- Viability, understanding and use of SHC Graduate Profile
- Year 12&13 Retreat Programme with percentage of student participation and staff involvement
- Service Programme completion percentage
- Practical initiatives to show staff they are valued
- Active engagement in PD related to Catholic Character and Marist values
- Undertaking karakia at staff briefing/classroom



SACRED HEART COLLEGE STRATEGIC PLAN 2024 - 2027

Academic Excellence

Strengthening educational outcomes for all students by enhancing the academic focus within a culture of excellence and support.

Special Character

Academic Excellence

Collaborative Personnel

Resourcing the future - Funding & Infrastructure

Engagement of Stakeholders

Development & Support for Student Wellbeing

OBJECTIVES

- UE roll-based pass rate of 90%
- 50 Scholarships achieved annually within 3 years
- Recognition that Catholic Character and academic aspiration are intrinsically linked
- Pacific and Māori achievement raised to whole school average
- Boarding students achievement raised to whole school average
- Boarding students performance in UE
- Excellent academic performance around the STEM subjects
- Identification and improvement of academic results in underperforming courses
- Increased engagement of Māori and Pacific families

STRATEGIC GOALS

Growing Academic Culture of Personal Excellence

Motivating Students and Monitoring Student Progress

STRATEGIES/PROJECTS

Culture of Personal Academic Excellence - Building an academically aspirational culture throughout the school for every student

Academic Vision - Set clear annual academic benchmarks for both UE and Scholarship and develop consistent academic messages in all media and forums to reinforce the vision

Te Reo Maori and Mātauranga Māori - Development of the languages programme in Year 7-10

Pacific - Development of the languages programme in Year 7-10

Music - Development of the Year 7&8 Music programme

Engaging Year 7&8 Programme - Enriching and extending the Year 7&8 programme for a seamless academic transition through the College

Māori /Pacific Academic Committees - Establish academic committees as vehicles for community engagement to ensure academic results of our priority learners are at a level commensurate with the whole school

Boarders Reporting System - Establish a system to ensure academic results are at a level commensurate with the whole school

Student Tracking - Using all available data, implement more rigorous data tracking and analysis to ensure timely interventions and inform parents and Hostel staff of each boy's progress

Scholarships Programme - Raise the number of scholarships achieved from Year 11 to 13 by working with individual students and collaborating with teachers to improve outcomes

Year 7&8 Academic Tracking - Using academic data and pastoral information to track and plan for each student to reach their potential

MEASURES

- Percentage of UE pass rate
- Number of Scholarship achievements
- Number of achievements in NCEA - across all ethnic groups
- Number of achievements in NCEA from boarding students
- UE pass rate of boarding students
- Number of all students undertaking STEM subjects at Years 11 to 13 increased



SACRED HEART COLLEGE STRATEGIC PLAN 2024 - 2027

Academic Excellence - Kahui Ako

Belonging to a community of learning, centred in Catholic faith that collectively strengthens us and to develop student learning

Special
Character

Academic
Excellence
Kahui Ako

Collaborative
Personnel

Resourcing the
future - Funding
& Infrastructure

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Stakeholders

Development &
Support for
Student
Wellbeing

OBJECTIVES

- Improved literacy at all levels
- Improved mathematics, particularly numeracy at junior levels
- Improved science at junior levels
- All students tracked to improve academic outcomes for each individual
- Seamless transition from primary/intermediate school
- Develop staff leadership

STRATEGIC GOALS

Supporting Excellence in Learning and Outcomes
through strong Community

STRATEGIES/PROJECTS

Across School Leads - working across
the Kahui Ako

Literacy - Using data and current practice to track and plan for students to reach their potential in literacy

Mathematics - Using data and current practice to track and plan for students to reach their potential in mathematics

Science - Using data and current practice to track and plan for students to reach their potential in science

Transition - Using data and current practice to ensure a seamless transition from primary/intermediate to secondary

Within School Leads - working within
SHC

Year 7-10 Academic Trackers - Using data to track and improve academic outcomes for students.

Project Based Initiatives - Based on specific needs of the College, time bound projects identified as necessary

MEASURES

- Literacy data
- Maths/numeracy data
- Science data
- Student results at each year level



SACRED HEART COLLEGE STRATEGIC PLAN 2024 - 2027

Collaborative Personnel

Enhancing the capabilities and contribution of all staff to fulfill the College's mission and strategic direction.

Special
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Development &
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OBJECTIVES

- Recruit, retain and develop quality staff including across all subject areas
- Maintain tagged positions and proportion of Catholic staff
- Empower a culture of self-reflection and self-improvement
- Develop teachers who are experts and leaders in their subject area
- Embrace a culture of developing leadership capacity
- Tagged teachers actively assist with religious instruction as laid out in role descriptions

STRATEGIC GOALS

Staff Attraction and Recruitment

Teaching and Support Staff attraction and retention – Define and implement clear processes for identifying, attracting and retaining quality staff, especially Catholic

Developing Student Teachers – Continue to foster relationships with teacher-training institutions. Provide a programme to assist with training and attraction of top quality teachers

Developing and recognising administration staff– Create team environment approach for all staff to be treated equal and offer professional development

Leadership

STRATEGIES/PROJECTS

Leadership Capabilities–Develop a range of capabilities in the Senior Leadership Team and other school leaders, which will enable them to fulfill their leadership potential

Teacher Capacity - Developing teachers as leaders of learning excellence

Kahui Ako – Develop staff leadership in identified projects and collaborate with our feeder schools to create a seamless transition from primary to secondary school

Middle Leaders' Development - Provide HODs and Deans with projects on a range of topics relevant to their role and to facilitate their personal and professional development and that of their staff

Kahui Ako

Staff Wellbeing

Staff Wellbeing– In collaboration with staff, identify and implement initiatives that will improve productivity and contribute to a healthy and safe environment

MEASURES

- Staff retention and recruitment data
- Number of formal links with teacher training institutions
- Number of middle leaders actively participating in a leadership development programme
- Number of applicants for positions advertised in all subjects



SACRED HEART COLLEGE STRATEGIC PLAN 2024 - 2027

Resourcing the Future - Funding

Provisioning for the changing needs of the College through sound stewardship, prudential financial management, timely maintenance, refurbishment and construction to support the strategic direction.

Special
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Resourcing the
future - Funding

Engagement of
Stakeholders

Development &
Support for
Student
Wellbeing

OBJECTIVES

- Long term financial sustainability
- A comprehensive plan to fund strategic priorities and property for the next 10-15yrs
- Alignment of School Board/DF/SHCL/Hostel Board on finances
- Increased funding from existing sources - Development Foundation, and Facilities
- New sources of funding secured through joint projects

STRATEGIC GOALS

Financial modelling and future
funding streams

External Partnerships

STRATEGIES/PROJECTS

Funding Modeling Plan- Prepare and action a comprehensive plan which support strategic priorities in this plan over 10-15yrs

Joint Projects - Continue to work with the SHCL and SHC DF to identify funding opportunities and where feasible, develop mutually advantageous projects. Build capacity to work on new facilities that will be set out in the Master Property Plan.

MEASURES

- Maintain working capital
- Collection rate
- International Students
- Board funded staff
- Increased funds held by the Development Foundation
- Percentage of income generated outside of government funding and internal streams of revenue



SACRED HEART COLLEGE STRATEGIC PLAN 2024 - 2027

Resourcing the Future - Infrastructure

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Infrastructure

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Support for
Student
Wellbeing

OBJECTIVES

- Master Property Plan appropriately aligned with the priorities of the Board's Strategic Plan
- Buildings designed and constructed for optimal performance
- Science facility constructed that includes an Archives Room
- Student Centre with centralised facilities
- Redevelopment of outdoor area for Pompallier Block
- Sports Centre redevelopment
- Wharenuī
- Outdoor areas redesigned for sufficient covered seating and shaded areas for students
- Exploration of significant College buildings being named
- Environmentally conscious, sustainable, and future-focused school

STRATEGIC GOALS

Property Master Plan & Priority Building Projects

Master Property Plan - The School Board will work closely with SHCL in agreeing the Master Property Plan and building priorities.

Science Block - Design and build a Science Block to support a strong future focus of STEM. Facilities to include space for an Archives Room

Pompallier Block - Produce concepts to redevelop the outdoor area

Sports Centre - Develop concepts to redevelop the gymnasium to a Sports Centre equip it to the level of a high performing boys' school

Wharenuī - Plan and construct a wharenuī that will be a welcoming place and a strong symbol of identity for the whole College, recognising the journey of the Marist Brothers at Sacred Heart and NZ

Outdoor Areas - Upper Quad redevelopment for improvement of shade and seating for students all year round

Environmental & Sustainable

Future-Focus - Develop student and staff led programmes within the College which reflects the changing environment and demands on sustainability

Student Centre - Centralised student-focussed facilities with a holistic view to support students, which includes Health Centre and Physio, Learning Centre, Guidance Counsellors, International Students Office, and Careers

STRATEGIES/PROJECTS

MEASURES

- All projects (listed) are prioritised and given a realistic timeline
- All projects are completed within their prioritised timeline
- Significant buildings named



SACRED HEART COLLEGE STRATEGIC PLAN 2024 - 2027

Engagement of Stakeholders

Creating and consolidating community partnerships and building confidence in the College amongst all stakeholders

Special Character

Academic Excellence

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Resourcing the future - Funding & Infrastructure

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Development & Support for Student Wellbeing

OBJECTIVES

- Meaningful parent engagement
- Enhanced standing within the wider community
- Strengthened connections with the wider community to expand educational opportunities
- Maximum Roll Growth rollout
- A revised and transparent enrolment scheme understood by the Catholic community
- A distinctive market position within the wider Catholic community
- Strengthen relationships with local Catholic Primary schools and Parishes
- Maintain meaningful relationships with the Proprietor

STRATEGIC GOALS

Enrolment

Parent Relationships

Community profile and reputation

STRATEGIES/PROJECTS

Maximum Roll Growth -
Staged growth in accordance with the Maximum Roll Increase providing more opportunity for students to receive a Catholic education

Enrolment Scheme - Review the enrolment scheme, as determined by the MOE, to ensure the vision, Catholic Character and values of the school are advanced

Collaborative Relationships - Continue formal and informal mechanisms for coordination and interaction between the key entities within the school, and fellow Marist Schools, to ensure a unified approach to future direction

Marketing Plan - Implement a targeted marketing programme further highlighting the school's points of difference, raising its profile and increasing its appeal to prospective parents

Response to Allegations - Continue to work with Marist Brothers and SHC Ltd around any allegations of abuse stemming from the Royal Commission into Abuse in Care

Community Engagement - Identify, engage and work with local Iwi and Pacific groups to develop healthy relationship of respect and inclusion

MEASURES

- Socio-economic diversity of enrolments aligned with Catholic population of Auckland
- Feeder school enrolment as a percentage of capacity
- Number of international students
- Contributing schools use of College facilities



SACRED HEART COLLEGE STRATEGIC PLAN 2024 - 2027

Development & Support for Student Wellbeing

Providing a supportive learning environment in which each student is known and feels valued and encouraged to realise their potential

Special Character

Academic Excellence

Collaborative Personnel

Resourcing the future - Funding & Infrastructure

Engagement of Stakeholders

Development & Support for Student Wellbeing

OBJECTIVES

- Developing resilience within the student body
- Respecting and celebrating diversity
- Students to feel respected and valued
- Cultural inclusiveness threaded throughout all areas of the College
- Robust support systems for priority learners and students 'at risk'
- A genuine culture of brotherhood and pastoral care existing throughout the school
- Students representing the College in co-curricular, including Music, the Arts, Cultural groups, and Sport - being recognised and proud of their valued contribution
- House system embraced to reflect and represent school spirit
- Initiatives of wellbeing, resilience, self-management, restorative practices - embedded and supported

STRATEGIC GOALS

Resilient and Supported Students

Students' sense of Belonging - Continue to build and review a safe environment for students by monitoring student welfare, and developing a whanau culture across the whole school

Student Safeguarding - Safeguarding representative of the College engaged with staff with regular reminders, updates, programmes available

Policies and Procedures - Regular review pertinent to the pastoral care of students

Keeping current and relevant - Monitor and respond to societal changes that may impact on wellbeing of students

Student Services

Dean Network Support - continually provide support for Dean network to allow prompt and practical follow up of school expectations, academic performance, study habits, attendance, uniform, grooming, school values and behaviour

Promotion of Student Services - continually promote the use of student services as a resource and experts in the areas of guidance counseling and careers advice for students and parents

Cultural Capacity - Catering for the needs of Maori/Pacific students. Enhancing cultural capacity with community providers and partnerships

Student Centre - Centralised student-focussed facilities with a holistic view to support students, which includes Health Centre and Physio, Guidance Counsellors, International Students Office, and Careers

MEASURES

- Student feedback and student voice
- Measure of student engagement of reflecting on and monitoring their own learning expectations, achievements and work-ons
- Practical initiatives to show students they are valued
- Highlighting students' talents on a regular basis
- Number of external agencies engaged to address student body with relevant topical information
- Number of students engaged with and actively utilising student services
- Number of students taking advantage of external opportunities and programmes, eg. Outward Bound, Spirit of Adventure, Leadership programmes
- Maori/Pacific achievements and academic data
- Number of programmes for students regarding wellbeing, self-management, resilience, student feedback