



# STRATEGIC FRAMEWORK 2024 - 2026

Prepared with assistance from:



# STRATEGIC OVERVIEW 2024 – 2026

Growing LISTON MEN of Presence, Love, Courage and Excellence



Goals:

1. Strengthen values of **PRESENCE** and **LOVE**

2. Grow a culture of **COURAGE** and **EXCELLENCE**

3. Build our **FUTURE TOGETHER**

Initiatives:

- A. *Strengthening our **Catholicity***
- B. *Enhance the quality of **relationships***
- C. *Develop holistic **Liston Man** tracking*

- A. *Embed aspirational **academic** culture*
- B. *Grow the level of **ako**, ensuring success for all*
- C. *Launch aspirational **co-curricular** programme*

- A. *Secure confident **working capital** position*
- B. *increase **international** students*
- C. *Develop (and deliver) **property** master plan*

Success Statements:

Our values of Presence and Love are a lived reality

*‘Ko Te Atua tōku Piringa’*

Each Liston man reaches his own level of excellence

As Kaitiaki of Liston College, we secure our long-term future

## 1. Our Vision

Growing Liston Men of Presence, Love, Courage and Excellence.

## 2. Special Character Statement

Liston College was founded on the Charism of Edmund Rice, which challenges staff and learners to:  
*“Act justly, to love tenderly and to walk humbly with their God”.*

From Edmund Rice’s life and vision, we as a college community believe in:

- The mana of each person.
- Seeing Christ Te Atua revealed in each person.
- A clear commitment to the poor and the marginalised
- A commitment to excellence.
- Partnership with whānau and the local church
- A commitment to our faith.

The Special Character goals of our College are to:

- break the cycle of poverty
- enable our learners to transform our society in the light of the Gospel.

The school moto is a lived virtue, In Christ We Live – Ko Te Atua tōku Piringa.

The worth and liberation of the individual, enhanced by the personal formation in the light of the Gospel, are essential to Liston College.

## 3. Collective Ambition

The Collective Ambition summarises our aspirations for the College over the life of this plan. Our ambition is encapsulated as follows:

- We aim to be a school that is ranked in the top 20 for graduate outcomes.
- Known for relationships and Catholic Character.
- Underpinned by financial sustainability centred on a culture of love through faith.
- An excellent co-curricular programme, underpinned by a culture of excellence with Te Kura Takai Pini and Pasifika groups.

## 4. Our Distinctiveness

Our distinctiveness will be characterised by the following elements:

- the demonstrable sense of a culturally inclusive community
- increasingly rigorous educational standards

## 5. Strategic Goals, Strategic Initiatives and Measures

### Strategic Goal 1: Strengthen Values of PRESENCE and LOVE

#### i. Rationale

As a Catholic kura, our task is to instil in our students a deeper and optimistic understanding of our shared faith, inspiring them to be faith-filled leaders who live in Christ, Ko Te Atua tōku Piringa. In doing so we recognise that knowledge of the Catholic faith, participation in liturgy and the sacraments, a grounding in Catholic social teaching and the daily living out of the core values of the kura are critical elements that underpin all that we do.

#### ii. Goal, Initiative & Success Statement

<b>Goals:</b>	<b>Initiatives:</b>	<b>Success Statements:</b>
<b>1. Strengthen values of PRESENCE and LOVE</b>	<i>A. Strengthening our Catholicity</i> <i>B. Enhance the quality of relationships</i> <i>C. Develop holistic Liston Man tracking</i>	Our values of Presence and Love are a lived reality.  “Ko Te Atua tōku Piringa”

### iii. Focus For Action - Strategic Goal 1: Strengthen Values of PRESENCE and LOVE

<b>Strategic Initiative:</b>	<b>1A: Strengthening our Catholicity:</b>
<b>Key Priority:</b>	<i>Articulate our purpose, and further develop our identity, by engaging students, staff and families in the spiritual, sacramental and mission activities of the school</i>
<b>Key Outcomes:</b>	<ul style="list-style-type: none"> <li>a) Higher levels of participation in the sacramental life of the College</li> <li>b) Appropriate faith formation for all staff, students and whānau.</li> <li>c) Students and staff are formed spiritually and supported in their Christian journey</li> <li>d) Further development of practices in relation to the formation of Christ-like character for students</li> </ul>
<b>Strategic Initiative:</b>	<b>1B: Enhance the quality of relationships:</b>
<b>Key Priority:</b>	<i>Develop practices and processes such as restorative practice that will reinforce the College's focus on meaningful and productive relationships</i>
<b>Key Outcomes:</b>	<ul style="list-style-type: none"> <li>a) Strong relationships underpinned by a sense of belonging and being valued</li> <li>b) Significant annual investment in restorative practices training</li> <li>c) Liston Mana Tane Program has the importance of relationships at the centre of it.</li> <li>d) New staff inducted fully and quickly into the Edmund Rice ethos</li> </ul>
<b>Strategic Initiative:</b>	<b>1C: Develop Holistic Liston Man Tracking:</b>
<b>Key Priority:</b>	<i>Monitor, assess and report on the degree to which the characteristics of a Liston Man are being realised in each student</i>
<b>Key Outcomes:</b>	<ul style="list-style-type: none"> <li>a) Values and standards of Liston College clearly defined, communicated and achieved</li> <li>b) The development of student student confidence, integrity and respect for others</li> <li>c) Key data points used to track Liston Man principles - initially agreed sample groups including Māori and Priority learner students and then the whole school.</li> </ul>

#### iv. Measures of Progress and Performance

Strategic Goal 1: Strengthen Values of PRESENCE and LOVE					
Initiatives	Key Measures	Baseline Measures	Midpoint Measures	Endpoint Measures	Success Statement
<b>A: Strengthening Our Catholicity</b>	Compare annual data on number of Catholic preference students	December 2023 data on number of preference students	December 2025 data on number of preference students	December 2026 data on number of preference students	<p>Our values of Presence and Love are a lived reality</p> <p><i>‘Ko Te Atua tōku Piringa’</i></p>
	Student survey on attitudes on retreat quality	Student survey on attitudes on retreat quality	Student survey on attitudes on retreat quality	Student survey on attitudes on retreat quality	
<b>B: Enhance the quality of Relationships</b>	Number of staff completed one day restorative justice PD	Number of staff completed one day restorative justice PD as at 1 <sup>st</sup> February 2024	Number of staff completed one day restorative justice PD as at 1 <sup>st</sup> August 2025	Number of staff completed one day restorative justice PD as at December 2026	
	Student Survey and Staff Survey on restorative relationship culture within school	Student Survey and Staff Survey May 2024	Student Survey and Staff Survey February 2025	Student Survey and Staff Survey February 2026	
<b>C. Develop holistic Liston Man Tracking</b>	Liston Man Criteria applied and tracked for whole school	Criteria applied to: <ul style="list-style-type: none"> <li>- Prefects</li> <li>- Year 12 Behaviour Group</li> <li>- Premier Sports Teams</li> <li>- Māori and Priority learners.</li> </ul>	Criteria applied to baseline as well as Senior school and all Standdowns	Criteria applied to baseline, midpoint and whole school	

## Strategic Goal 2: Grow a Culture of COURAGE and EXCELLENCE

### i. Rationale

Education should liberate our students, challenging them to excellence and enable them to discover and fulfil their goals in life. Our focus is on promoting excellence as an aspirational feature of all that we do so that each boy's academic achievement will be unique and individualised to him. A strong, culturally inclusive learning culture marked by academic excellence, data analysis, collaboration, innovation, meaningful staff professional development and continuous improvement in ako, is vital if we are to enable each student to realise their potential.

### ii. Goal, Initiative & Success Statement

<b>Goals:</b>	<b>Initiatives:</b>	<b>Success Statements:</b>
<b>2. Grow a culture of COURAGE and EXCELLENCE</b>	<i>A. Embed aspirational <b>academic</b> culture</i> <i>B. Grow the level of <b>ako</b>, ensuring success for all</i> <i>C. Launch aspirational <b>co-curricular</b> programme</i>	Each Liston man reaches his own level of excellence



### iii. Focus For Action - Strategic Goal 2: Grow a Culture of COURAGE and EXCELLENCE

<b>Strategic Initiative:</b>	<b>2A: Embed Aspirational Academic Culture</b>
<b>Key Priority:</b>	<i>In keeping with the kura's renewed focus on high quality teaching and educational excellence, set clear annual academic benchmarks and implement processes to achieve the benchmarks</i>
<b>Key Outcomes:</b>	<ul style="list-style-type: none"> <li>a) Improved graduate outcomes</li> <li>b) More effective use of data analytics</li> <li>c) Ensuring students are self-motivated adopting intrinsic discipline</li> <li>d) Higher self-belief among students especially Māori and priority learners.</li> </ul>
<b>Strategic Initiative:</b>	<b>2B: Grow the culture of Ako ensuring success for all</b>
<b>Key Priority:</b>	<i>Provide targeted professional development that will assist delivery of evidence-based teaching strategies. Research, develop and implement a range of programmes to enhance staff wellbeing and resilience.</i>
<b>Key Outcomes:</b>	<ul style="list-style-type: none"> <li>a) Staff willing to research and implement best practice educational tools and techniques. Thus, enabling an inclusive, culturally responsive classroom.</li> <li>b) Adoption of transformational rather than transactional leadership approaches</li> <li>c) A greater understanding of and commitment to the kura's strategic imperatives and priorities and the contribution to be made to those by our leaders</li> <li>d) Staff who reflect the Edmund Rice ethos in all that they do</li> <li>e) Staff implementation of evidence-based strategies to improve graduate outcomes, in particular for Māori and priority learners.</li> <li>f) Fewer incidences of mental health stress – greater self-awareness and self-care</li> <li>g) Staff who have a positive, solution-focussed mindset</li> </ul>
<b>Strategic Initiative:</b>	<b>2C: Launch Aspirational Co-Curricular Programme</b>
<b>Key Priority:</b>	<i>Implement the new high performance blueprint across the four main sporting codes, the music programme, Takai Pini and Pasifika groups</i>
<b>Key Outcomes:</b>	<ul style="list-style-type: none"> <li>a) Increased participation rates in co-curricular activities including Takai Pini and Pasifika.</li> <li>b) Higher quality coaching and co-curricular instruction</li> <li>c) Greater competitiveness in co-curricular activities</li> </ul>



#### iv. Measures of Progress and Performance

Strategic Goal 2: Grow a Culture of COURAGE and EXCELLENCE					
Initiatives	Key Measures	Baseline Measures	Midpoint Measures	Endpoint Measures	Success Statement
<b>A: Embed Aspirational Academic Culture</b>	Annual % increases for graduate outcomes	UE: 79% Level 3: 89% Scholarships: 4 Māori UE: 80% Māori Level 3: 90%	UE: 90% Level 3: 90 – 94% Scholarships: 10 Māori UE: 90% Māori Level 3: 92%	UE: 90 – 92% Level 3: 92 – 96% Scholarships: x 20 Māori UE: 90% Māori Level 3: 95%	Each Liston Man reaches his own level of excellence
<b>B: Grow the culture of ako ensuring success for all</b>	SLT evaluate highly effective teaching based on Professional Growth Cycles.	May 2024 SLT evaluate highly effective teaching based on Professional Growth Cycles.	February 2025 SLT evaluate highly effective teaching based on Professional Growth Cycles.	February 2026 SLT evaluate highly effective teaching based on Professional Growth Cycles.	
	Staff survey on professional wellbeing	Staff survey May 2024	Staff survey February 2025	Staff survey February 2026	
<b>C. Launch Aspirational Co-Curricular Programme</b>	Championship rankings for five premier sports teams, two music groups, three cultural groups	- Rankings as at December 2023	Rankings as at December 2025	Rankings as at December 2026	

## Strategic Goal 3: Build Our Future Together

### i. Rationale

Education is most effective in a diverse and inclusive community in which an understanding of and respect for others is modelled by all members of the community. The relational focus of the Edmund Rice charism promotes the significance of connectedness within and beyond the school community. As a school community that draws from a diversity of backgrounds our aim is to maintain an openness to all, a strong culturally inclusive culture, a deep sense of belonging, a shared sense of purpose and the fostering of values that endure beyond each boy's time at Liston College.

### ii. Goal, Initiative & Success Statement

<b>Goals:</b>	<b>Initiatives:</b>	<b>Success Statements:</b>
<b>3. Build our FUTURE TOGETHER</b>	<i>A. Secure confident <b>working capital</b> position</i> <i>B. increase <b>international</b> students</i> <i>C. Develop (and deliver) <b>property master plan</b></i>	<b>As Kaitiaki of Liston College, we secure our long-term future</b>

### iii. Focus For Action - Strategic Goal 3: Build Our Future Together

<b>Strategic Initiative:</b>	<b>3A: Secure Confident Working Capital Position</b>
<b>Key Priority:</b>	<i>Further review and implement best financial practices to improve the school's working capital position</i>
<b>Key Outcomes:</b>	<ul style="list-style-type: none"> <li>a) Prudent financial management and sustainability</li> <li>b) Financial sustainability a priority</li> <li>c) Reduced exposure to risk</li> </ul>
<b>Strategic Initiative:</b>	<b>3B: Increase International Students</b>
<b>Key Priority:</b>	<i>Confirm people, plans and processes for securing and supporting students in current and emerging international markets.</i>
<b>Key Outcomes:</b>	<ul style="list-style-type: none"> <li>a) Sustainability of international markets is assured</li> <li>b) Number of international students enrolled has reached 30 by 2027</li> <li>c) Liston values of respectful relationships embedded among staff and students and the department continues to grow</li> <li>d) Pastoral care for international students is among the best in Auckland. Authentic cultural experience for all international students.</li> </ul>
<b>Strategic Initiative:</b>	<b>3C: Develop (and deliver) Property Master Plan</b>
<b>Key Priority:</b>	<i>In collaboration with the Catholic Diocese of Auckland develop a long-range Property Master Plan</i>
<b>Key Outcomes:</b>	<ul style="list-style-type: none"> <li>a) Future infrastructure requirements prioritised</li> <li>b) A well-maintained and inviting campus</li> <li>c) Upgraded facilities and improved presentation of the College</li> </ul>

#### iv. Measures of Progress and Performance

### Strategic Goal 3: Build our FUTURE TOGETHER

Initiatives	Key Measures	Baseline Measures	Midpoint Measures	Endpoint Measures	Success Statement
<b>A: Secure confident working capital position</b>	End of year working capital	December 2023 + \$300k	December 2024 + \$300K	December 2025 + \$400k	As Kaitiaki of Liston College, we secure our long-term future
	End of year positive annual budget	December 2023	December 2024	December 2025	
<b>B: Increase International Students</b>	Comparative annual data of number of international students	Numbers February 2024 (TBC)	Numbers February 2025 (TBC)	Numbers February 2026 (TBC)	
<b>C. Develop (and deliver) Property Master Plan</b>	BOT Property Committee survey on confidence on track for delivery of 10 Year Property Master Plan	- December 2024 targets met	December 2025 targets met	December 2026 targets met	

# ROADMAP:

Strategic Goals	Term 1	Term 2	Term 3	Term 4	Term 1	Term 2	Term 3	Term 4	Term 1	Term 2	Term 3	Term 4	Success Statements
	Year 1				Year 2				Year 3				
1. STRENGTHEN VALUES OF PRESENCE AND LOVE	<p><b>Strengthening Our Catholicity:</b> Articulate our values, purpose and identity. (Further strengthen the spirituality, sacramental and mission activities of the school).</p>												<p>Our values of Presence and Love are a lived reality</p> <p><i>‘Ko Te Atua tōku Piringa’</i></p>
					<p><b>Enhance the Quality of Relationships:</b> Strengthen practices and processes such as restorative practice that will reinforce the College’s focus on meaningful and productive relationships.</p>								
					<p><b>Develop Holistic Liston Man Tracking:</b> Monitor, assess and report on the degree to which the characteristics of a Liston Man are being realised in each student.</p>								
2. GROW A CULTURE OF COURAGE AND EXCELLENCE	<p><b>Embed Aspirational Academic Culture:</b> In keeping with the College’s renewed focus on high quality teaching and educational excellence, set clear annual academic benchmarks, and implement processes to achieve the benchmarks.</p>												<p>Each Liston man reaches his own level of excellence</p>
	<p><b>Grow the level of Staff Support &amp; Capacity:</b> Research and implement programmes to enhance staff well-being and resilience and retention. (Provide targeted professional development that will assist delivery of evidence-based teaching</p>												
	<p><b>Launch Aspirational Co-Curricular Programme:</b> Implement the new high-performance blueprint across the four main sporting codes and music programme, Takai Pini and Pasifika groups.</p>												
3. BUILD OUR FUTURE TOGETHER	<p><b>Increase International Students:</b> Confirm people, plans and processes for securing and supporting students in current and emerging international markets.</p>												<p>As Kaitiaki of Liston College, we secure our long-term future</p>
					<p><b>Secure Confident Working Capital Position:</b> Further review and implement best financial practices to improve the school’s working capital position &amp; targeted sponsorship plan implements.</p>								
					<p><b>Develop (and deliver) Property Master Plan:</b> In collaboration with the Catholic Diocese of Auckland, develop and confirm a long-range Property Master Plan (10 years).</p>								