



Trinity Schools Trust Board Strategic Plan

2025-2040

Our Trinity Schools

Strategic Plans 2025

Trinity Schools Strategic Plans align with and complement TSTB Strategy 2040 with a focus on delivery of high-quality educational outcomes. These are aligned with TSTB's Vision, Purpose, and Special Character and aim to bring to life Together 'As One'.



Hadlow Pre-School
www.hadlowpreschool.nz



Hadlow Preparatory
School
Positively Prepared for the Future
www.hadlow.school.nz



St Matthew's Collegiate
To the Stars through Endeavour
www.stmatts.school.nz



Rathkeale College
Open Spaces. Open Minds. Open Futures.
<https://rathkeale.school.nz>

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Welcome from the Chair

Tēnā koutou katoa,

As owners and governors of the Trinity family of schools and preschool, the Trinity Schools Trust Board (TSTB) are committed to providing an environment for a high-quality Anglican faith-based education that allows our students and staff to thrive.

We are emerging from a period that was challenging for all in our community due to the impact of the global pandemic and imposed building programme across our schools. Despite this TSTB delivered on several goals in the previous strategy and the schools continue to be highly regarded throughout the community. TSTB and the schools invested in areas of our system to strengthen our Special Character, enhance pastoral care, ensure legislative compliance and maintain a strong academic reputation.

This new strategy has been developed with a longer-term view, as many of the goals will require multi-year planning to achieve them. We aim to do this through our collective strength of 'Together As One' to provide an educational environment that meets the school's needs, while emphasising sustainability and sound financial stewardship. Strategic partnerships with our wider community will be crucial to our success, particularly through the soon to be established Trinity Schools Foundation.

As Trustees of the charitable trust that owns the Trinity schools in partnership with the Crown, TSTB remain dedicated to preserving our Anglican Special Character for the well-being of all. We will do this in partnership with each school's Board of Trustees, as they develop their own aligned strategies focused on educational delivery for their students and staff.

This strategy has been developed in consultation with the governors and leaders across the schools, to identify what TSTB needs to provide in response to the changing needs of future learners. Establishing a sound financial growth strategy will support being able to provide a dynamic learning environment, while efficient and transparent governance processes will enable us to adapt to opportunities and challenges as they arise.

This strategy will guide future capital investments, embrace change, and adopt a collaborative approach with clear goals. Our success will rely on clarity of purpose, regular communication and connection with staff, students, their whānau and alumni, as we strive to be the leading family of schools in Aotearoa by 2040.

Nāku nā, Yours faithfully,

John Kirkup

July 2025



Introduction

Strategy 2040 sets out our strategic objectives and key initiatives through to 2040. The strategic plan is focusing on the future and what that needs to look like for our students starting at preschool through to year 13 leavers. With the rapidly changing social, political, financial and technological landscape that affects education - we need a longer-term view than previously. The key initiatives differ in their approach based on need and priority. Some have already begun, and others will be engaged further down the track. There are many stakeholders that are identified, and a separate Stakeholder Engagement and Communications Plan has been developed to detail how initiatives will be carried out. An integral part of any strategy is that our stakeholders are brought on the journey and have adequate opportunity to provide guidance.

TSTB's objective is to provide governance through a multi-school model with the principles of collaborative governance. Our Integration Agreements with the Crown determine the framework for our schools operating model as Special Character schools. A definition of Special Character is provided, and as Proprietor of the schools, TSTB establishes what this means and the ethos that guides our school. TSTB holds the vision; the School Boards deliver this vision as our key education partners. Our special character is not something that is simply added on to what would otherwise be a state school. It is beyond merely religious education, ceremonies and observances. It is the framework within which the whole school curriculum is delivered. It is integral to everything that takes place in the school, or on behalf of the school and its community. *

*Our Principals and Head Teacher provided a combined vision of our future learners needs, to inform this strategic plan with a concentration on Together As One initiatives.

We advance Together As One, to be Positively Prepared for the Future, aiming To the Stars Through Endeavour, and celebrating our Open Minds. Open Spaces. Open Futures.



Trinity Schools Trust Board – Clarity and Connection

Vision

Trinity Schools will be a beacon of excellence in Aotearoa, elevating the spiritual, physical, social, cultural, and academic potential of our students and staff.



Purpose

To provide an Anglican faith-based educational environment that empowers students and staff to thrive. In doing so we embody and foster our special character.



Mission

To provide Governance, Leadership, and Strategy as owner of the schools, land and buildings in partnership with the Crown; and be a critical service provider and advisor to the schools.



Current Context for Trinity Schools



Trinity Schools Trust Board (TSTB) has supported delivery of a quality Anglican faith-based education as State Integrated schools and a private pre-school for 25 years, with the history of the schools going back over 100 years. The success of our schools and student achievement continues our reputation for excellence. However, we face shifting tides in education, emphasising the need for adaptability and resilience in the face of change. The educational paradigm is evolving, heavily influenced by technological advancements, societal changes, and pedagogical innovations. The current context of TSTB that has been considered during the development of this strategy:

- Trinity schools' rolls are capped under the Integration Agreements with the Ministry of Education.
- Boarding hostels are underutilised and provide a distinct opportunity for growth.
- International Student numbers are small but growing, supporting diversity and maximising our income potential.
- Trinity has reached its comfortable debt levels after a period of significant investment and needs to responsibly invest in aspirational facilities to underpin our offering to students, staff and whānau.
- The Trinity schools are located across three sites around greater Masterton that provide room for growth and inspires a connection with the surroundings.
- Most school buildings are of a high-level, however there are some areas that need investment and consideration as to how to best utilise them.
- The Trinity system is complex and there is opportunity to continue to create efficiencies in governance, systems and processes that will allow greater alignment across the system.
- Rapid socio-economic and political change is creating changing demand from students, staff, and whānau.
- Trinity schools continue to have high academic success and attendance.



TSTB Strategic Objectives – Key focus areas



Special Character

Strengthen Special Character.

TSTB enables our schools to deliver an educational experience that is strengthened by our Anglican Christian Special Character. To inspire and grow spiritually and emotionally healthy, innovative and collaborative students.



Governance

Streamlined and Integrated Governance.

Encourage a governance framework fit for purpose that supports the realisation of our strategic objectives, and allows for agile, responsible and transparent decision making to support our schools to deliver excellence and maintain compliance.

Property & Infrastructure

Optimised Resourcing and Infrastructure.

Trinity's resources and infrastructure are effectively deployed so that the quality of our educational offering is sustained and able to evolve. We support flexible, collaborative and innovative learning environments to be future-focused.



Finance

Financial Sustainability & Growth

Ensure sound financial stewardship and develop additional external funding that allows TSTB to invest in the level of support for our students that whānau expect and in facilities that ensures places at Trinity schools are in high demand.

Together As One

Supporting Consistency and Integrated Operations.

A Trinity system that enhances connections with staff, students, and whanau working across schools to maximise resources. Enabling students to flourish and contribute positively to the wider community through pastoral care.



Special Character

Strengthen Special Character



Objectives

Look Up: *Tuia ki runga – unite with God:* The high calibre of our chaplains is seen in the great work they do supporting students to learn what is at the heart of the Christian message, hope, peace, love for self and our neighbours, and a sense of joy in all we do.

Look Out: *Tuia ki hapori whānui – unite with our community:* We are profoundly affiliated to the Anglican Church of Aotearoa, New Zealand and we honour Te Tiriti and its principles. Our schools are great in their service programmes supporting the community.

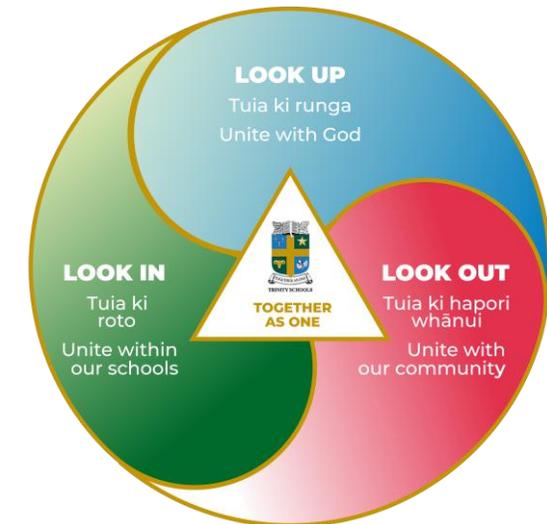
Look In: *Tuia ki roto – unite within our schools:* Integrate Special Character into all aspects of our education delivery and environment, with schools supporting each other in real ways in everyday life.

Initiatives

- Develop programmes that embody our special character statement, bringing it to life and supporting diversity, and inclusion.
- Provide Special Character Guidelines for staff and School Boards to elaborate on the meaning of the definition in the Integration Agreement.
- Implement support systems for student and staff well-being that enhance our Pastoral Care.
- Embed our Christian values through all our strategic objectives.
- Engage with the Wairarapa community to profile the work of the schools.
- Engage a Special Character advisor to support the TSTB Board and School Boards strategically.
- Strengthen alumni connection.

Key Performance Indicators

- Student and staff engagement in special character programmes.
- Positive feedback from parents and community members.
- Measurement of social and emotional development outcomes through use of our well-being services, and Chaplains reports.
- Successful Special Character Audit - conducted every 3 years by TSTB across the schools.



The family of Anglican Trinity Schools educates for life in all its fullness. We welcome everyone, from all faiths and backgrounds into an educational philosophy of living by looking upward to God, inward to the school community and outward in the service of others.

Sound Governance

Streamlined and Integrated Governance



Objectives/Goals

- Ensure effective leadership and accountability.
- Enhance decision-making processes by being data-driven and agile.
- Foster transparency and ethical practices.
- Ensure legislative compliance, along with MOE standards, regulations, and Integration Agreement.

Initiatives

- Streamlined Governance with School Boards acting together for a common good - while retaining their unique school requirements.
- TSTB to establish clear governance structures and expectations e.g. Develop on-boarding programmes and information resources for TSTB Trustees and School Boards e.g. Proprietor Appointees, and Governance Handbooks.
- Advisory for School Boards on matters of Governance and Ministry of Education compliance and guidance for State Integrated Schools.
- Assessment of governance practices and policies across the Trinity system.

Key Performance Indicators

- Board meeting frequency and effectiveness, with good succession planning.
- Annual Reports from TSTB Board Appointees and School Boards.
- Stakeholder trust and confidence levels.
- Financial prudence and sound policies across our schools.
- All governors across the Trinity system understand the meaning of Trinity Special Character and Together As One, the roles and responsibilities that brings.
- Special Character Guidelines provided for all governors.



Finance

Financial Sustainability & Growth



Objectives

- Maintain and grow our Roll capacity - with waiting lists providing an opportunity for a Maximum Roll Increase from the Ministry.
- Develop new funding streams through external partnerships and an effective Trinity Schools Foundation.
- Ensure debt levels are kept at a reasonable amount while investing in maintaining our assets to a high standard.
- Increase boarding and international student revenue.
- Ensure effective and efficient management of School Donations and Ministry Grants for appropriate investment.

Initiatives

- A roll strategy across all schools.
- Tight controls on expense areas for all Proprietor expenditure.
- Review Locally Raised Funds strategy as part of alternative operating models' proposal.
- Develop a strategy for international student growth in the secondary schools.
- Develop a strategy for maximising boarding student roll.
- Launch the Trinity Schools Foundation to be fully operational in 2025.
- Financial Administration manual circulated to schools.

Key Performance Indicators

- Debt reduction tracking as planned.
- School rolls at 85% of maximum roll with Preference students.
- Boarding 'bed nights' increase overall reaching 85% occupancy by 2040.
- Increased international student numbers.
- Regular reviews of commercial contracts with KPI's.
- Agreements with school boards are in place and delivered on with clear roles and responsibilities.



Together As One

Schools Supporting Consistency and Integrated Operations



Objectives

- Foster a culture of collaboration and inclusivity across our schools.
- Community and stakeholders recognise Trinity schools as a family of schools.
- Foster effective and respectful communication and engagement across the Trinity system between School Boards, Trinity leaders, and TSTB.
- Efficient and streamlined collaborative operations across the schools.
- A future-focused, fit for purpose operating model for our schools.

Initiatives

- Commercial contracts that achieve cost efficiencies through scale utilising our Trinity System.
- Create platforms for stakeholder feedback and involvement.
- Invest in extra-curricular infrastructure that can be utilised by all schools e.g. sports, drama, technology.
- Provide efficacious finance and business processes to enable schools to operate in a “no surprises” environment.
- Trinity Futures Project to assess and explore alternative operating models for our schools.

Key Performance Indicators

- Stakeholder satisfaction surveys.
- Number and impact of collaborative projects.
- Improve staff retention through being an employer of choice.
- Shared teaching staff across schools where practicable.
- A combined international student strategy.



What would success look like in 2040?

To achieve our vision, Trinity will build on the gifts of past generations, particularly our unique place in the world and our special character:

- **Leverage the unique advantage** of Trinity's place in a thriving provincial community that is within easy reach of our cosmopolitan capital city.
- **Highlight and market the special environmental attributes** of Trinity's spaces in the Wairarapa, to build an awareness in students of the natural environment and further grow their knowledge.
- **An operating model** for the Trinity schools that is consistent with the Vision, Mission, and Purpose of TSTB.
- **Support a curriculum that establishes a strong foundation** of skills whilst providing a comprehensive range of opportunities to innovate and grow - underpinned by committed and talented staff and innovative learning technology.
- **Ensure education delivery is catering for key learning areas and diversity in learning styles**, while reflecting our Special Character and Mātauranga Māori weaved through how we learn, act and interact.
- **Provide facilities that support innovation, the arts, sport, and delivery of our Special Character.** Our facilities provide collaborative and tech savvy learning, and support well-being and high participation in activities that offer development and growth.
- **High student achievement and attendance** supported by leadership opportunities.
- **Regular alumni engagement** with a strong Trinity Schools Foundation.



Property

Optimised Resourcing and Infrastructure



Objectives/Goals

- Ensure safe, future focused learning environments.
- Maximise the utilisation of existing resources.
- Sustainable infrastructure with fiscal prudence enabling growth through investment.
- Continuous funding stream from external partnerships
- Invest to create facilities and resources supporting the educational and extra-curricular programmes
- Modern boarding houses that attract students through facilitating an enhanced student culture.



Initiatives

- Flexibility in teaching and learning spaces to accommodate changing ways of working and supporting our points of difference.
- Support flexibility in teaching and learning with adaptable classrooms and modern technology.
- Conduct regular assessments of property and infrastructure.
- Develop a long-term maintenance plan; 10 Year Property and Capital Plans.
- Explore alternative funding opportunities for upgrades and expansions.
- Maximise the use of Trinity owned land for relevant and forward-thinking learning.



Key Performance Indicators

- An infrastructure that supports innovation and technology for future learning.
- Completion of infrastructure projects on time and within budget.
- Facility utilisation rates – ministry funding is maximised for learning spaces – with up-to-date site plans.
- Educational and social spaces to support boarding and special character delivery.



Delivery of Strategy 2040



TSTB will lead and establish a comprehensive work plan to achieve the Strategic Objectives. This will be refreshed and reviewed annually in collaboration with our schools and stakeholders. These are already well underway with significant progress being made.

Governance of annual work plans to achieve the strategic objectives will include the Key Focus Areas from 2025 to:

- Further integrate and improve Trinity Schools Governance structure
- Grow the Trinity Foundation to support investment in the delivery of the strategy
- Develop new revenue opportunities through partnerships and alumni engagement
- Drive further efficiency and consistency into the Trinity system and service delivery
- Develop long term capital and debt management plans to maximise our infrastructure to support technology and future Operating Models that nurture and grow our Special Character.



Strategy 2040 On A Page



Financial Sustainability & Growth

Plan for growth and development by ensuring innovation and excellence in education delivery through sustainable funding streams, including partnerships to enable our students to flourish in a future beyond school.

Property & Infrastructure

Trinity's resources and infrastructure are effectively deployed so that the quality of our educational offering is sustained and able to evolve reflecting strategic direction and be future-focused.

Stakeholder Engagement

Regularly update stakeholders on achievements and challenges - effective stakeholder engagement involves ongoing communication, transparency, and collaboration between all parties.



Sound Governance

A governance framework to encourage agile, responsible and transparent decision making. Reflecting on our school's governance acknowledging differing environments & asking the question where we need to be to service our future learners.

Together As One

Supporting our schools, staff, students and whanau via the provision of consistent, compliant, efficient and responsive services with schools operating with a common purpose.

Reviewing Effectiveness

Reporting, Reviewing, and Recasting to measure our indicators for success, tracking progress to measure successful outcomes and considering stakeholder feedback.