



# Free Wesleyan Church of Tonga



# **TUPOU COLLEGE**

## **Strategic Plan 2024-2028**

*Updated Sept 2025*



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### Tupou College Council 2025

#### **Honorary Members:**

Her Majesty Queen Nanasipau'u

His Royal Highness Crown Prince Tupouto'a 'Ulukalala (Chair Old Boys Association)

**Chairperson:** Rt Hon Lord Tangi 'o Vaonukonuka (MD)

#### **Members:**

Rt Hon. Rev. Dr. Tevita Koloa'ia Havea (President FWCT Church)

Rev. Dr. 'Ungatea Fonua Kata (President FWCT Church Education System)

Hon. Dr. Pita Taufatofua

Hon. Dr. 'Aisake Eke

Mr. Filimone Fifita

Dr. David Mulford (Former Principal Newington College)

Rev. 'Alifeleti 'Atiola (FWCT General Secretary)

Rev Samiuelu Fonua (Principal Tupou College)

## 1. Overview

### Background

Tupou College is a boys' secondary school under the Free Wesleyan Church of Tonga, providing a comprehensive educational experience that blends academic, technical, and character-building programmes. Offering qualifications from Tonga's national system as well as specialized New South Wales High School Certificate (NSW HSC) qualifications, the school also includes Technical and Vocational Education and Training (TVET) to equip students with practical skills for today's world.

Located on a sprawling 500-acre campus in Toloa, Tupou College not only focuses on academic excellence but also provides students with hands-on experience in agriculture and self-sufficiency, having them tend to their own crops. The school is also home to Tonga's largest dairy farm and manages the Toloa Rainforest Reserve, a sanctuary for plant species unique to Tonga.

Founded in 1866, the College has a rich history, having moved to its current location in Toloa in 1948. It shares a special bond with Newington College in Sydney, Australia, both having been founded by the same Headmaster, James Egan Moulton. With a student body of over 1,000 boys aged 11 to 19, all of whom board on campus, the school aims to mold its students into productive Christians who strive for excellence in all aspects of their lives. Beyond academics, students engage in sports, character-building activities, and agriculture, fostering qualities and skills crucial for meeting life's challenges.

### Strategic Direction

The 2014-2016 Strategic Plan for Tupou College was a pivotal moment in the school's history, shaped by the establishment of the first Tupou College Advisory Council in December 2013. This council was created to provide guidance in teaching, learning, strategic development, and management services for the College. It endorsed the strategic plan, which highlighted the immediate need for modernization in order to align with 21st-century educational expectations. The plan was driven by the preparation for the College's 150th anniversary in July 2016 and aimed to transform the institution to meet the evolving needs of students and stakeholders. Approximately 90% of the strategies outlined in this plan were implemented by the time of the anniversary, at an estimated cost of TOP\$12 million.

Tupou College, historically recognized for its leadership in boys' education in Tonga, has been instrumental in shaping leaders both locally and internationally. However, in recent years, the pressures to maintain its status and meet external demands presented significant challenges. During the sesquicentennial celebration in 2016, His Majesty King Tupou VI emphasized the need for Tupou College to adopt internationally acclaimed curricula and standards to elevate academic performance. This call for improvement echoed the views of both the Advisory Council and Newington College, its Australian brother school.

In 2018, His Majesty again addressed educational reform, calling for the establishment of school boards to improve governance, recruitment, and teacher performance, and to ensure international standards were met. His vision included a Christian-based education system with global recognition, aiming for this transformation by 2026, marking the second century of Christianity in Tonga.

In response, the Advisory Council, with Newington College's support, began planning a new academic pathway for high-achieving students, with the goal of offering the New South Wales Higher School Certificate (HSC) by 2024. An independent assessment conducted by an Australian educationist in 2017 identified areas for improvement that needed to be addressed before the implementation of the HSC program at Tupou College.

Additionally, in response to the King's call for governance reform, the Advisory Council submitted a proposal to the Church Management in 2018, recommending the creation of a Governing Council. This

new model, based on a Governing Charter, would define the division of authority within the Free Wesleyan Church of Tonga (FWCT) hierarchy, enhancing the school's governance and aligning with the King's vision.

*"The challenges faced by our schools, is likened to a baby's teething problem, until we have in Tonga internationally qualified teachers. Perhaps it's time for the Church to consider the concept of having a school board to govern its own school. In other countries, a school board is responsible for the recruitment and performances of its staff for remunerations. Through this way, the Church and parents/guardians of students will continue to push for more highly trained teachers and be responsible for the welfare of students. This would allow the Church Education Department to focus more on achieving international standards in curriculum delivery and move towards student centred education going forward. Also, a strong Christian base Education system with an internationally acclaimed standard. The Question for us now; When do we implement these changes? I suggest, we achieve this by the Second Century of the arrival of Christianity to Tonga. (2026)"*

The 2020-2024 Strategic Plan focused on two major priorities: elevating the College's academic standards through the HSC pathway and improving governance structures, both of which were seen as key to the long-term success of the College.

The 2024-2028 Strategic Plan serves as an update to continue building on these goals, with the hope of making a lasting impact not only on Tupou College but on Tonga's broader educational landscape.

## 2. College Vision and Mission

### **Vision**

To provide a holistic and well-respected educational curriculum that enable students to develop well-rounded, confident, and responsible individuals who aspire to achieve their full potential locally and internationally.

### **Mission**

To provide the best educational experiences for young boys to become Christ-centred citizen and to serve others to the best of their abilities.

### **Values**

Tupou College emphasizes the values derived from the teachings of Jesus Christ, which serve as the foundation of the school's philosophy. These key values include:

- **Self-Respect:** Nurturing a sense of personal dignity and integrity.
- **Care for Others:** Encouraging empathy and compassion within the community.
- **Intra-Cultural Understanding:** Promoting respect and understanding across different cultural backgrounds within Tonga.
- **Service to the Community:** Instilling a sense of responsibility and commitment to contribute positively to society.

These values are meant to manifest in the character of students, evidenced by their personal growth, sensitivity, honesty in relationships, and dedication to social justice.

The College aims for these values to be reflected in the lives of its students and would be evidenced in their character through the fulfilment of their potential, their sensitivity, honesty in relationships and their commitment to social justice.

### **The College Crest**

The College crest features the **Hermit Crab**, symbolizing survival through wisdom. Although the hermit crab is weak and lacks abundant resources, it possesses the wisdom to adapt and thrive in the face of challenges, reflecting the College's belief in resilience and smart adaptation to a changing world.

### **The College Motto**

**"The Mountain of Tonga is in the Heart."**

This motto conveys the importance of integrity and moral strength. When the heart is right, it pleases the Lord. Success follows:

- The **student** achieves.
- The **staff** accomplishes.
- The **school** flourishes.

This serves as the guiding principle for the College, linking internal virtues with external accomplishments and fostering an environment of excellence.

## **3. Strategic Framework**

The planning process for the effective operation and future development of Tupou College, spanning from 2020 to 2024, has involved a thorough examination of current systems, followed by the identification of future needs and the formulation of strategies to address them. The key areas being examined include:

### **1. GOVERNANCE**

Tupou College is an Education Provider registered with the Ministry of Education and operates under the Free Wesleyan Church of Tonga (FWC), a registered Charitable Entity under Tonga's Charitable Act.

The Tupou College Council, established in 2014, provides governance and oversight, while the Principal manages the school's day-to-day operations.

The College's future growth and success depend on strengthening its governance framework—both within the College and across the wider FWC education system. These improvements aim to enhance flexibility and autonomy, particularly in areas such as fee setting and resource management, enabling the College to meet modern educational demands.

While initial discussions on governance improvements have taken place, significant work remains. A priority will be securing formal approval for revised governance arrangements, including refining the Council's role and responsibilities. The College also plans to undertake a skills audit of Council members to identify strengths, gaps, and areas for professional development.

Other key priorities include conducting a compliance and risk audit to ensure all regulatory requirements are met and introducing succession planning to safeguard leadership continuity.

These steps will ensure Tupou College remains resilient, future-focused, and able to maintain its high standards in an increasingly competitive educational environment.



2019: Her Majesty Queen Nanasipau'u with the members of Council and both current and former Headmasters of Newington College

## 2. CURRICULUM

The development of Tupou College's curriculum is progressing in three broad areas, ensuring that a wide range of pathways is available for students, while advancing the school's commitment to the philosophy of **"no child left behind."** The proposed actions focus not only on upgrading the curriculum but also on enhancing facilities to provide an environment that promotes both learning and healthy living conditions.

### 2.1 National Stream

The National Stream follows the universal curriculum provided by Tonga's Ministry of Education and Training, offering no special concessions for students who do not pass the entrance exam. To improve outcomes, specific actions are being planned for junior (Forms 1 and 2), intermediate (Forms 3 and 4), and senior (Forms 5 to 7) classes. These include:

- Improved classroom facilities to enhance the learning environment.
- Extra classes focused on developing writing skills, study habits, and assessment techniques.
- Enhanced support for students who need additional help to keep up with academic expectations.

### 2.2 International Stream (NSW Higher School Certificate)

The International Stream is a key component of Tupou College's strategy to raise academic standards and provide a challenging academic pathway for students with higher academic potential. The College is focused on implementing the New South Wales Higher School Certificate (NSW HSC) as its international curriculum. Key actions for this stream include:

- Developing separate, specialized facilities that meet the unique requirements of the NSW HSC curriculum.
- Mapping out and organizing courses at the upper levels of the NSW HSC to ensure that students are fully prepared for this rigorous academic program.

This stream aims to elevate the College's academic profile and offer students qualifications that will be recognized internationally.

### 2.3 Technical and Vocational Education and Training (TVET) Stream

The TVET Stream offers a non-academic pathway for students interested in technical skills and trades. Current offerings include courses in carpentry, automotive mechanics, electrical work, plumbing, and welding. To expand these offerings and cater to a broader range of student interests, the College is exploring the addition of new courses in:

- Horticulture

- Catering and hospitality
- Music and performing arts
- Sport science

These expansions aim to provide students with practical skills that will enable them to contribute effectively to Tonga's workforce and economy.

## 2.4 Next Steps

Further development is required across all streams to:

- Identify resource needs, including teaching materials and learning equipment, to support the expanded curriculum.
- Design an optimized timetable structure that accommodates the different pathways while ensuring no student is left behind.

By advancing the curriculum in these three areas, Tupou College aims to provide comprehensive education opportunities that meet the diverse needs of its students, fostering both academic excellence and practical skill development.

## 3. CO-CURRICULAR ACTIVITIES

The development of well-rounded men requires a range of co-curricular activities covering sport, music, farming, culture, and important events. The College has traditionally performed strongly in these areas. Further work is required to identify strategies that maintain and further develop co-curricular activities, particularly with a wider range of students across the three broad areas of curriculum.



## 4. SPIRITUAL FORMATION

Spiritual development of young men is fundamental to the mission of Tupou College. There is ongoing work to identify strategies that will maintain and further strengthen spiritual development. Areas currently being examined include delivery of the mission of the Church, personal growth, faith formation, and character formation.

## 5. STAFF LEVELS AND STRENGTHENING

Tupou College currently has a substantial number of graduate teachers, with potential for further additions in the future. To ensure all staff members are adequately trained, graduates without formal teaching qualifications will be enrolled in a Diploma of Education (Dip-Ed) programme at Tupou Tertiary Institute. This step aims to standardize the quality of teaching at the College, especially as it expands its offerings.

### 5.1 Staffing for the International Program

For the College's International Stream, particularly the NSW Higher School Certificate (HSC) program, the demand for highly qualified staff is critical. This program requires not only graduate teachers but also specialized overseas teachers who are familiar with the curriculum and international teaching standards. Recruitment for these positions is a priority, with plans to appoint additional overseas teachers to meet the academic needs of the program.

### 5.2 Strengthening Staff Skills and Performance

Efforts to improve staff capabilities and performance are being enhanced through several targeted strategies:

- **Targeted Scholarships:** Offering scholarships to existing staff for further education and training, allowing them to enhance their qualifications and teaching methods.
- **Salary Review System:** Implementing a salary review system to ensure that compensation is competitive, fair, and motivates staff to perform at their best.
- **Professional Development:** Requiring ongoing professional development for all teachers to stay updated on the latest educational practices and technologies.
- **Performance Appraisal and Audits:** Introducing performance appraisal systems, including organized audits, to regularly evaluate staff effectiveness and provide feedback for improvement.
- **Leadership Training:** Offering leadership training to prepare staff for potential administrative and leadership roles within the College.
- **Succession Planning:** Developing a robust succession plan to ensure that key roles within the College have well-prepared replacements when necessary.
- **Recruitment of Overseas Teachers:** Establishing a recruitment plan for hiring overseas teachers, particularly for the international program, to bring in expertise and experience that aligns with international standards.

These measures are intended to enhance the quality of teaching at Tupou College, improve student outcomes, and ensure that the College remains a leader in education both in Tonga and internationally. The work in this area is ongoing, with a focus on long-term sustainability and success.

## 6. FACILITIES UPGRADING AND EXPANSION

The upgrading and expansion of Tupou College's facilities are essential to meeting the growing demands of the student population and supporting the development of new programs, such as the International Stream.

These improvements will be guided by a comprehensive Master Plan that sets priorities over the next two, four, and eight years. This plan will ensure that the College's infrastructure aligns with its strategic goals, accommodates the needs of each curriculum stream, and maintains a high standard of living and learning conditions for students.



### Guiding Principles of the Master Plan

The Master Plan will cover three key zones within the College—**Spirit**, **Body**, and **Mind**—each reflecting specific aspects of the students' experience at Tupou College. These zones will focus on spiritual, physical, and academic development, ensuring a holistic approach to education.

#### 1. Spirit (Spiritual and Cultural Facilities)

This zone is central to the religious and spiritual life of the College, which is deeply rooted in the Free Wesleyan Church of Tonga's traditions. Planned upgrades include:

- **Chapel Improvements:** Enhancements such as new floor tiles, additional seating, an improved front area, and a redesigned altar will create a more welcoming and functional space for worship and reflection.
- **Landscaping:** Beautification of the surrounding areas, incorporating more greenery and thoughtful landscaping to make the Chapel and its environs a tranquil space for spiritual growth and community events.

#### 2. Body (Boarding and Health Facilities)

The **Body** zone encompasses the physical environment where students live, dine, and engage in sports and other activities. Key areas for improvement include:

- **Dormitories and Bathrooms:** Upgrading dormitories to ensure they meet modern standards of comfort, privacy, and safety. Bathrooms will also be expanded and renovated to improve sanitation and hygiene.
- **Dining Areas:** Expanding and modernizing dining facilities to accommodate the growing student body, ensuring all meals are served in a comfortable, clean, and efficient space.
- **Health Facilities:** Establishing or upgrading health centres to better support student wellness, including the appointment of qualified health staff and the introduction of more robust health programs.
- **Sports and Recreational Facilities:** Expansion and maintenance of playing fields, sporting courts, and grounds to promote physical fitness and provide more recreational opportunities. Landscaping improvements will create more outdoor areas for exercise and relaxation.

### 3. Mind (Academic Facilities)

The **Mind** zone is focused on the academic growth and intellectual development of the students. This zone will see significant improvements to support the College's expanding curriculum, especially with the introduction of the International Stream and other specialized courses.

- **Junior Classrooms:** Refurbishing junior classrooms (Forms 1 and 2) to ensure a conducive learning environment for younger students. Improvements will include better seating, lighting, and classroom technology.
- **TVET Classrooms:** Expanding classrooms and workshop spaces for the Technical and Vocational Education and Training (TVET) stream, which covers subjects such as carpentry, automotive, and electrical work, as well as new courses like horticulture, catering, and hospitality.
- **Computer Labs and Science Labs:** The creation of modern computer labs and science laboratories to equip students with the necessary skills for the 21st century, supporting both the National and International Streams.
- **Library and Study Spaces:** Expanding and upgrading the library to offer more resources, study areas, and digital access, fostering a culture of research and independent learning.
- **Student Services:** Development of offices and spaces dedicated to student services, including counselling, academic support, and guidance programs.

### Maintenance Plan

The Master Plan will include a structured **Maintenance Plan** to prevent the deterioration of both established and new facilities. This plan will ensure that the College's infrastructure remains functional, safe, and efficient over the long term, minimizing disruptions to student life and academic activities. The Maintenance Plan will include:

- **Regular Inspection Schedules:** Routine checks of key facilities such as dormitories, classrooms, dining halls, and sports fields to identify and address issues early.
- **Budget Allocation for Repairs:** A dedicated budget for maintenance and repairs, ensuring that resources are available to fix problems quickly and prevent long-term damage.
- **Preventive Measures:** Implementation of preventive maintenance programs to extend the lifespan of infrastructure, including periodic painting, electrical checks, and plumbing system evaluations.

### Facility Expansion to Meet Growing Needs

The Master Plan will also consider the growing size of the student population, particularly the increasing enrolment in the International Stream. Key aspects include:

- **Scaling Facilities to Class Sizes:** Expansion of classroom space, dining halls, and dormitories to accommodate more students while maintaining a healthy student-to-teacher ratio and a high standard of living.
- **Curriculum-Specific Facilities:** Tailored facility expansions for each stream (National, International, and TVET) to meet the specific needs of different forms and levels (junior, intermediate, and senior classes).

The upgrading and expansion of facilities at Tupou College will ensure that the College is equipped to meet the challenges of modern education while maintaining its unique cultural, spiritual, and academic environment. Through the careful execution of the Master Plan and the Maintenance Plan, Tupou College will continue to provide a holistic, well-rounded experience for its students, enhancing their personal, spiritual, and intellectual development.

## **7. HEALTH AND STUDENT SERVICES**

Since all students at Tupou College are boarders, the quality of food and services provided has a direct and significant impact on their health and academic performance. To address these needs, the College has outlined several key actions to improve student health and strengthen overall services.

### **Improving Student Health through Nutrition**

A nutritious diet is a central part of the College's strategy to enhance student well-being. This will be achieved in part through increased food production on campus via:

- **College Farm Program:** The farm will produce more food to meet the dietary needs of students, with an emphasis on fresh and healthy produce.
- **Newington Food Bowl Project:** This partnership will help boost food supplies and promote sustainable farming practices.
- **Chinese Vegetables Project:** An initiative aimed at diversifying the crops grown on campus, particularly through the introduction of nutrient-rich Chinese vegetables.

In addition to these projects, there may be a need to increase the budget for purchasing and preparing food to ensure students are provided with well-balanced and nutritious meals.

### **Health Education and Programs**

Improving health outcomes also depends on better knowledge and understanding among the students. To this end, the College plans to introduce formal health education classes and programs. These will teach students about nutrition, personal hygiene, and healthy lifestyle choices, empowering them to take charge of their own health.

### **Strengthening Student Support Services**

Beyond physical health, there is a clear need to strengthen and expand the support services available to students. Key areas of focus include:

- **Counselling and Social Support:** Counselling services are led by the College Chaplain in partnership with the Head Tutor, with additional specialist support from the Tonga Women and Children Crisis Centre (WCCC). Together, they address not only mental health needs but also social issues and challenges faced during adolescence, providing a safe and supportive space for students to seek guidance.
- **Educational Advice and Inclusive Support:** Offering structured educational guidance on study strategies, academic pathways, and career planning, while ensuring inclusive education that meets the needs of students with disabilities. The **Tungi Mailefihi Building** has been reserved for development into a dedicated Student Hub, housing counselling services, the Head Tutor's office, and a digital-access computer lab.
- **Health Centre Staffing:** Ensuring the College's Health Centre is staffed by a qualified health professional who can provide regular medical care and health advice to students.

These initiatives aim to build a holistic support system that nurtures students' physical, mental, and social well-being. By addressing health, learning, and social challenges together, Tupou College is ensuring every student—regardless of background or ability—has the opportunity to succeed.

## **8. BOARDING**

Given that boarding is a fundamental aspect of Tupou College, ensuring that students live in a well-managed, supportive, and conducive environment is crucial. While key elements like facilities upgrades, health, student services, and diet are covered in other sections, specific actions are needed to improve the supervision and overall management of the boarding experience.

### **Improved Supervision of Boarding Activities**

Strengthening the supervision of boarding activities is essential to ensure that students are safe, well-supported, and adhering to the rules of the College. Actions in this area include:

- **Enhanced Staff Training:** Boarding supervisors and dormitory staff will receive additional training in areas like student welfare, conflict resolution, and leadership to better support the boys during their time on campus.
- **Increased Staff-to-Student Ratios:** There needs to be more boarding supervisors to improve the staff-to-student ratio will ensure better oversight and more personalized support for each student.
- **Clear Boarding Policies:** Establishing clear, updated boarding policies will help define expectations and responsibilities for both students and staff, ensuring consistency in the management of the dormitories.

### **Expanded Boarding Programs**

In addition to stronger supervision, the College plans to expand the programs available to students in the boarding setting, addressing key issues that can arise in a boarding environment:

- **Life Skills Programs:** Introducing programs that teach practical life skills such as time management, teamwork, personal finance, and conflict resolution. These skills will help students navigate life in a boarding community and prepare them for life after graduation.
- **Character Development:** Expanding character-building programs that emphasize discipline, responsibility, and leadership. These programs can be linked to faith-based activities and other initiatives that reinforce the College's Christian values.
- **Peer Support Networks:** Establishing peer mentoring or buddy systems, where older or more experienced students help guide younger students, creating a supportive community within the boarding environment.
- **Extracurricular Activities:** Encouraging participation in extracurricular activities within the boarding structure, such as study groups, clubs, and sports, to foster a more engaging and dynamic boarding life.

By improving supervision and expanding programs that address personal development, life skills, and community-building, Tupou College aims to enhance the overall boarding experience. This approach not only ensures students' safety and well-being but also contributes to their personal growth and prepares them for future challenges

## **9. COMMUNITY**

Tupou College's sense of community is one of its strongest assets, playing a significant role in the lives of students, staff, alumni, and the broader Tongan society. To preserve and nurture this dynamic, several strategies need to be implemented, focusing on maintaining and strengthening connections with key stakeholders such as students, staff, alumni (Old Boys), parents, the local community, and the Church, as well as reinforcing ties with Newington College in Australia.

### **1. Strengthening Community Links**

- **Students, Staff, Old Boys, and Parents:** Maintaining strong relationships between current students, staff, Old Boys, and parents is essential to fostering a supportive and engaged community. Strategies to achieve this include:
  - **Regular Events and Reunions:** Organizing reunions, family days, and community events that bring together the College's broader community for celebrations, updates, and networking.

- **Alumni Engagement:** Developing an active alumni network that encourages Old Boys to participate in mentoring, fundraising, and contributing to the College's activities and development.
- **Parent Involvement:** Creating regular communication channels and events for parents to stay informed and engaged in their children's education and boarding life.

## 2. Local Community Engagement

Tupou College must also strengthen its ties to the local Tongan community by creating opportunities for collaboration and service. Key strategies include:

- **Community Service Programs:** Encouraging students to take part in local service projects, emphasizing the importance of giving back and fostering a spirit of cooperation between the College and the community.
- **Cultural and Social Contributions:** Hosting cultural, religious, and educational events that open the College to the local community, fostering mutual support and engagement.
- **Local Partnerships:** Developing partnerships with local businesses, organizations, and leaders to support shared goals in education, environmental stewardship, and economic development.

## 3. Church Relations

Strong ties to the Free Wesleyan Church of Tonga (FWCT) are fundamental to the College's mission and values. Strategies to ensure that these connections remain robust include:

- **Spiritual Programs:** Continuously integrating faith-based programs and activities into the school curriculum and boarding life, reinforcing the Christian values that are central to the College's purpose.
- **Church Involvement:** Encouraging active participation of Church leaders in school activities, and ensuring the College continues to contribute to the Church's broader mission through educational and social initiatives.

## 4. Nurturing the Newington College Relationship

Tupou College's relationship with Newington College is a cornerstone of its history and ongoing support network. Strategies to strengthen this bond amidst constant changes at both schools include:

- **Exchange Programs:** Continuing student and staff exchange programs that foster cultural exchange and shared learning experiences.
- **Collaborative Projects:** Engaging in joint educational or community projects that enhance the relationship and provide mutual benefits, such as the **Newington Food Bowl** or academic collaborations.
- **Shared Celebrations:** Commemorating shared heritage and special events, like the anniversaries of both schools, to reaffirm the deep historical connection.

## 5. Communication Strategies

A core action area is the development of strong communication strategies to support these relationships and maintain engagement:

- **Regular Newsletters and Updates:** Sending frequent newsletters to students, parents, alumni, and community members, keeping them informed about events, achievements, and developments at the College.
- **Social Media and Digital Platforms:** Utilizing modern communication tools such as social media, websites, and digital platforms to connect with a wider audience and maintain visibility both locally and internationally.
- **Feedback Mechanisms:** Creating channels for feedback from the community, students, and alumni to ensure continuous improvement and to understand the evolving needs of stakeholders.

By implementing these strategies, Tupou College will not only strengthen its internal community but also deepen its connections with the broader Tongan society, the Church, and Newington College.

These actions will ensure that the College remains a prominent and cherished institution, fostering a strong sense of identity, heritage, and collective purpose among all who are connected to it.

## **10. FINANCE**

The proposed development of Tupou College for the period 2024-2028 will require significant increases in staffing and facilities, which will drive up operational costs from TOP\$2 million to an estimated TOP\$3.3 million annually by 2028. To address this, a detailed financial plan has been outlined to cover the expanded budget and ensure the sustainability of the College's operations.

### **Projected Costs (2026 Breakdown)**

By 2028, the total costs will be allocated across key operational areas as follows:

- **Salaries:** 44% of the budget will go towards salaries, reflecting the need for additional teaching staff, including overseas teachers for the international programs, and qualified staff for the farm and other operations.
- **Learning and Teaching:** 10% will be spent on materials, resources, and programs that enhance academic instruction and support learning outcomes.
- **Services and Utilities:** 7% will cover essential services such as electricity, water, and other utilities that are critical to the day-to-day running of the College.
- **Improvements and Maintenance:** 6% will go towards upgrading and maintaining school facilities, ensuring that the environment remains conducive to learning and boarding.
- **General Administration:** 3% will be allocated to administrative tasks that support the smooth operation of the College.
- **Contingencies:** 1% will be set aside for unforeseen expenses, ensuring financial flexibility in case of emergencies or unexpected costs.

### **Revenue Streams to Cover Increased Costs**

The proposed revenue model includes multiple sources to fund the higher cost of operation, ensuring a balanced and sustainable approach:

- **School Fees (25%):** The majority of revenue will come from school fees. The affordability of fees is under continuous review to balance the need for quality education with accessibility for families.
- **FWC Subsidy (30%):** The Free Wesleyan Church of Tonga (FWC) will provide a 30% subsidy, maintaining its historical financial support for the College.
- **Government Grants (30%):** Government funding will continue to be a significant source of revenue, contributing to the College's educational programs and infrastructure development.
- **Enterprises (15%):** Income from College enterprises such as the farm, bazaar, Parent-Teacher Association (PTA) activities, and other business ventures will contribute an additional 15%. These enterprises will be key to diversifying the College's revenue base.

### **Strengthening Business Activities**

The enterprise component of the revenue plan is a critical area for development and will be strengthened through several initiatives:

- **Business Manager Appointment:** A new Business Manager will be appointed to oversee all business activities, ensuring they are profitable, efficient, and contribute meaningfully to the College's financial health.
- **Farm Management:** The role of the Farm Manager will be reviewed to improve operations on the College farm, which is a significant source of food for students and potential revenue. This review will aim to maximize productivity and align the farm with the College's overall financial goals.
- **Development of the Farm:** The farm will be further developed to increase its output, both to sustain the College's nutritional needs and generate additional revenue through sales.

- **Risk and Compliance Management:** Business activities will be strengthened through better risk management and compliance procedures, reducing potential financial and operational risks.
- **Expenditure and Revenue Reviews:** Regular reviews of all expenditures and revenues will be conducted to ensure the College remains financially sound, cost-efficient, and maximizes potential income streams.

### Additional Revenue Sources

Apart from traditional sources, the College will explore new revenue-generating activities, including:

- **Canteen Sales:** Expanding the operation of the school canteen to better serve students and potentially external visitors.
- **Tourism-Related Activities:** Leveraging the College's assets, such as its museum and the To-Loa Rainforest, to attract tourists. These activities could provide additional revenue through guided tours, educational programs, and eco-tourism initiatives.
- **Woodcrafts – souvenirs – wooden trays**
- **Music Academy:** Revised charged out fees
- **Equipment Hire:** Tent, sound system
- **Other Activities:** The College will explore other potential income streams as opportunities arise, keeping in line with its mission and resources – for eg. art exhibitions and 3D printing artifacts.

The financial plan for Tupou College over the 2022-2026 period aims to balance increased operational costs with diversified revenue streams. By expanding business activities, leveraging government and church support, and ensuring fees remain affordable, the College is poised to meet its growing financial demands while continuing to provide quality education and maintain its core values. This approach will ensure that Tupou College remains sustainable and continues to thrive as a leading educational institution in Tonga.



## 4. Strategic Goals & Priorities

**Goal 1:** To provide a differentiated Teaching & Learning curriculum that enable students to make expected progress in their learning area of interest.

Priorities	Deliverables
1.1 Prepare the first group of students to sit the NSW HSC examination at the end of 2024 and beyond.	HSC exams conducted successfully
1.2 To improve the standard and expectations of students enrolled for the National curriculum stream with a strong emphasis on improving student engagement at the Junior Level	National passing rate above 60% for Form 5-7; Entry passing rate to Form 4 above 60%
1.3 To develop a more appropriate College Timetable structure that can strengthen the abilities of students to reach their full potential in all areas of learning	An approved weekly schedule with full day programme

1.4 To strengthen the profile of the TVET programmes to ensure that students are provided with varieties of qualifications and a stable pathway for further qualifications	New programmes with a stable completion rate of 80% for each programme
1.5 To strengthen the teaching and learning support to ensure that majority of students are more interested and engaged in learning and are provided with appropriate learning resources. This can be achieved through new approach such as project-based learning and Explicit Instruction Model.	Improved students learning behaviour by meeting College learning engagement standard and a stable learning support centre for students
1.6 Improved teachers' Professional Development programme to ensure teachers are well trained to become professional teachers and are innovative enough to motivate students learning.	Teachers' professional development plan for each department. Teachers are meeting the teacher's performance evaluation standard
1.7 Strengthen the student admission process to ensure that student performances are recorded and reported for continuing improvements.	Admission policy prepared and implemented

**Goal 2:** To ensure that the College is prepared to implement the new HRM system in order to address Staffing needs for the College.

Priorities	Deliverables
2.1 Conduct a staffing audit to classify current and potential teachers that meet the requirement for the different academic streams and other no- academic services; and to identify teachers that require immediate improvements	Audit report
2.2 Implement the main components of the HRM system to identify staffing needs, staff performances and professional development required and succession planning for key staff	Establish a new HRM committee; implement the new classification matrix with new salary scale; Implement an employment suite; Implement a performance review process; Staff Handbook
2.3 Assess potential arrangement with Newington in regard to teaching support and professional development	A formal teacher support process to be implemented
2.4 To identify local champions that can be empowered to deliver exceptional results that can significantly raise the standard of performances in teaching and other services	A list of champions with an advance training plan for them
2.5 To develop and implement a long-term English-speaking Policy that can strengthen English speaking in teaching and in other College activities and to include English language training for staff	English-speaking policy implemented with a focus to use English in teaching and other events
2.6 Identify and conduct Leadership training for senior and middle level staff to strengthen leadership skills and accountability	Leadership training to start
2.7 Prepare a long-term recruitment policy and procedure for expatriates teachers to provide stability and maintain the standard of key areas of development within the college especially the International Stream	Recruitment policy for expatriates staff

**Goal 3:** To ensure that the College physical facilities are well maintained and meet the capacity needs for future expansion and growth in terms of increased enrolments and improved services.

Priorities	Deliverables

3.1 Recruit a physical development and maintenance manager to ensure that facilities are well maintained and identify key areas of development	Establish a new position and recruit a qualified manager
3.2 Conduct an overall capacity review of the campus to ensure that the College can maintain its core and future facilities for both staff and students (classrooms, dorms and other major facilities)	Capacity review report
3.3 Develop a master plan with key areas for physical development within 2 years, 4 years and 8 years	Approved master plan by Council
3.4 Develop a physical maintenance plan with funding sources to ensure cycle of maintenance are implemented	Maintenance plan
3.5 Develop a boarding facility standard and policy with appropriate process for long term improvements and development; to include dining, dormitories and bathrooms.	Use of boarding facility standard and policy
3.6 Establish a new campus for the Junior school to ensure that each junior student is provided with love and care and an enjoyable early boarding and learning experience.	New Junior campus with a different junior operational plan
3.7 To ensure that the campus is fully self-sufficient and maintain a high availability standard of utility services and infrastructural support such as power, water, ICT, communication, etc	Utility and Infrastructural standard and availability of services policy.

**Goal 4:** The long-lasting success of the College depends largely on an effective Governing Policy, strategic responsibilities and stable management.

Priorities	Deliverables
4.1 Secure approval for new Governance model by the FWCT conference and implementation of new governing policies	Approval by conference and implementation to start
4.2 Empowerment of Tupou College Governing Council through training and empowerment programmes especially in regard to monitoring strategic developments and recruitment of key management roles	Council appointment handbook; Council workshops and training plan; Completion of 4 hours per annum of NESA requirement by 2023
4.3 To conduct a thorough Compliance and Risk audit to ensure that the College is aware of any potential risks that can affect the long-term success of the College and its programmes	Risk assessment report
4.4 Develop a Professional Development plan and programme for council members to include a Council Succession plan for the next 5 years	Council Handbook with a training package
4.5 To establish an agreed school culture that include a set of guiding principles and undertakings for all areas of school improvement.	Guiding principles to be implemented

**Goal 5:** To maximise on all business or income opportunities to increase revenue for improved services and performances.

Priorities	Deliverables
5.1 Develop and Implement a new Business Plan to capitalize on Dairy farming and other commercial opportunities such as conference venue, etc	Business plan implementation to improve income by 50%

5.2 To maintain a strong partnership with Government to ensure that Government grants are maintained	Application for Government grant are monitored and reduce the number of dropouts by 50%
5.3 To implement a new fee model that is affordable but contribute to the development of the College and allow a quality experience for each student	New fee structure to be approved by Council
5.4 Conduct a thorough review of the College operation to identify continuing financial leakages that affects the College funds	Operational Audit report
5.5 Conduct an assessment of staff salaries and conditions of employment to ensure that staff are not affected so that they can perform to expectations	Implement new staff salary classification with well-defined conditions of employment

**Goal 6:** To continue improving the well-being of students while at the College so that they can reach their full potential.

Priorities	Deliverables
6.1 To strengthen Healthy living on campus with a focus on improving students' diet, health education and related programmes	Student health policy and crops provision plan; establish a food storage and energy conservation plan
6.2 To refine the current counselling and character formation programmes so that the College can effectively respond to student behavioural issues and learning difficulties and to encourage leadership skills	Counselling and Character formation plan and programmes.
6.3 To assess and develop an overall boarding programme for the students to improve their boarding experiences; focusing on safety, security, hygiene and supervisory	New boarding policy and schedule; Prefects training package and student assistant scheme
6.4 To develop a programme for academic counselling and support focusing on students' academic improvements and future career pathways	Establish a centre for academic counselling and support
6.5 To develop a sustainable plan for the Newington College Food Bowl project and the Chinese vegetable project to ensure maximum contributions to students' diet	Food bowl Sustainable plan

**Goal 7:** Tupou College is a FWC school and strives to promote Christ like teaching and services through Spiritual and faith-based development.

Priorities	Deliverables
7.1 To ensure that the Toloa congregation delivers and committed to the mission of the Church	Relevant Spiritual and faith formation programme; Toloa congregation schedule and plan
7.2 To maintain and promote the core Christian values in all activities of the school	Strong Biblical curriculum and faith formation training for teachers and school leaders

**Goal 8:** Tupou College is a school and a Community. Like any other community, it's important to build and maintain a strong community where everyone is valued and cared for.

Priorities	Deliverables
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8.1 To ensure that the members of the community are safe and secure; Staff families and students	Campus security and safety guidelines
8.2 To develop a guideline that can strengthen the Toloa community ties with other local communities, parents and old boys.	Community involvement guideline
8.3 To develop communication strategies and methods that promotes closer relationships and understanding of community programmes and activities	Community handbook with communication guidelines
8.4 Maintain a strong community ties with Newington College especially with the touring party and visitors from Newington	Guidelines for visitors

**Goal 9:** To strengthen Co-Curricular programmes especially the school academies to promote student participations in other learning activities and to unleash their God given talents.

Priorities	Deliverables
9.1 Develop strategies to further developed quality support for these academies; Sport, Music, Science, Commerce, Cadet, Farming, Christian fellowship academies	Academy strategic plan and schedules
9.2 To develop a Tongan cultural learning programme to ensure that students build a strong sense of Cultural responsibilities within the school and their communities	Cultural Learning Programme
9.3 Develop a College Event policy to ensure that College Events are well planned and meet all expected requirements	Events Policy and procedures



## 5. Operational Plans 2024-2028

Strategy	#	Actions	Deliverables	Responsible	24	25	26	27	28	Priority	Cost
<b>Goal 1: To provide a differentiated Teaching &amp; Learning curriculum</b>											
1. Strengthen the partnership with NESAA by meeting all the requirements for the College to continue with the HSC Examination	1.1	Student Support Centre for TCI	Well-equipped student support centre	Council						1	5,000,000
	1.2	Prepare an expectation guideline for teachers	Teachers' expectations handbook.	Principal						1	100,000
	1.3	Implement all HSC Policies	Policies implemented and followed by TCI.	Deputy TCI						1	
	1.4	Preparation for HSC Exam	Exam prep checklist completed.	Deputy TCI						1	20,000
2. To improve the standard and expectations of students enrolled for the National curriculum stream with a strong emphasis on improving student engagement at the Junior Level.	2.1	Implement MSS for Junior school	Meet Minimum Service Standards for Schools (MSS) requirements.	Junior school HOD						1	50,000
	2.2	Improve teaching and learning resources	Revised teaching and learning resources indexing system	Deputy Academic						1	20,000
	2.3	Develop a teachers' attendance monitoring and relieving system	Attendance and relieving policy and process.	Deputy Academic & HOD						2	
	2.4	Develop program books for each curriculum	Program book for each subject.	Deputy Academic						1	2,000
	2.5	Improve assessment monitoring and reporting	Assessment policy and procedure.	Deputy Academic						1	
	2.6	Improve students' profiling system	A new student profiling and reporting system.	Deputy Academic & HOD						2	10,000
	2.7	Improved learning environment	High-standard learning environment	Business manager						2	1,000,000
3. To develop a more appropriate college timetable structure	3.1	Implement a weekly timetable with key targets	Weekly schedule policy	Deputies						2	

Strategy	#	Actions	Deliverables	Responsible	24	25	26	27	28	Priority	Cost
that can strengthen the abilities of students to reach their full potential in all areas of learning	3.2	Improve time management skills of key staff and prefects.	Training sessions on time management skills	Head Tutor						1	2,000
	3.3	Improve the effectiveness of timetabling.	Proper allocation of resources, time, rooms & teachers	Deputies						1	
4. To strengthen the profile of the TVET programmes to ensure that students are provided with varieties of qualifications and a stable pathway for further qualifications.	4.1	Prepare a marketing plan to attract students.	Marketing plan	Business Manager						1	
	4.2	Build a new workshop with extra classrooms. Evaluate staffing adequacy level and courses offered.	New TVET Centre	Business Manager						2	1,400,000
5. To strengthen the teaching and learning support to ensure that majority of students are more interested and engaged in learning and are provided with appropriate learning resources. This can be achieved through new approach such as project-based learning and Explicit Instruction Model.	5.1	Develop a learning support policy	Learning support policy	Deputy Admin						1	
	5.2	Establish a learning support centre	Learning support centre	Business manager						2	200,000
	5.3	Identify relevant resources for learning difficulties	Relevant resources both printed and electronic	Deputy Admin						2	50,000
	5.4	Run a learning support professional development programme	Professional development schedule	Learning support manager						2	2,000
	5.5	Establish a screening and support system for students with issues	Proper screening and recording system	Learning support manager						2	
6. Improved teachers' professional development programme to ensure teachers are well trained to become professional teachers and are innovative enough to motivate students learning.	6.1	Establish a teacher's Code of Conduct	Teachers Code of Conduct	Principal7						1	
	6.2	Establish a formal teachers Professional Development programme	Professional development schedule for teachers (school calendar).	Deputy Academic						1	5,000
	6.3	Run effective teaching programmes like critical friends with evaluation	Teaching enhancement programmes	Deputy Academic						1	

Strategy	#	Actions	Deliverables	Responsible	24	25	26	27	28	Priority	Cost
7. Strengthen the student admission process to ensure that student performances are recorded and reported for continuing improvements.	7.1	Establish effective links with parents or guardians	Access for parents to students' performances – regular reporting – teachers to get into habit of staying back 30 mins – to send email to parents – touch base with parents	Deputy Admin						2	20,000
<b>Goal 2: To ensure that the College is prepared to implement the new HRM system in order to address Staffing needs for the College</b>											
1. Conduct a staffing audit to classify current and potential teachers that meet the requirement for the different academic streams and other non-academic services; and to identify teachers that require immediate improvements	1.1	Prepare a staffing audit process	Audit process document	Deputy Admin						1	
	1.2	Develop a Job evaluation system	Job evaluation system	Deputy Admin						1	
	1.3	Conduct a staffing audit	Audit report and recommendations	Deputy Admin						1	3,000
	1.4	Prepare a long-term human capacity development plan	Human capacity development plan	Deputy Admin						2	
2. Implement the main components of the HRM system to identify staffing needs, staff performances and professional development required and succession planning for key staff	2.1	Implement new classification and salary scale	New job classifications with new salary scale	Council						1	
	2.2	Create a new HR performance review policy and procedure	HR performance review policy and procedure	Principal						1	
	2.3	Develop a staff appraisal system with succession plans	Staff appraisal system	Principal						1	
3. Assess potential arrangement with Newington in regard to teaching support and professional development	3.1	Create a staff development plan	staff development schedule	Deputies						1	
	3.2	Identify potential areas for professional support	Potential areas of support	Deputies						1	
	3.3	Identify professional development resources.	Professional Development resources	Deputies						2	
	4.1	Develop a staff profiling system.	Staff profiles and records of achievements	Deputies						2	

Strategy	#	Actions	Deliverables	Responsible	24	25	26	27	28	Priority	Cost
4. To identify local champions that can be empowered to deliver exceptional results that can significantly raise the standard of performances in teaching and other services	4.2	Identify potential champions in key areas	Names of champions	Principal						2	
	4.3	Create special training programmes for empowerment of staff	Training programmes and awards	Deputies						1	5,000
5. To develop and implement a long-term English-speaking Policy that can strengthen English speaking in teaching and in other College activities and to include English language training for staff	5.1	Develop an English-speaking policy	English speaking policy	Principal						1	
	5.2	Implement an English-speaking development plan for the school	English speaking development plan implementation	Principal						1	
	5.3	Create a package for promoting English speaking at school	English speaking promotion package	Deputies						2	2,000
	5.4	Establish an English week programme every term	English week programme	Deputy Academic & HOD Arts						2	2,000
6. Identify and conduct Leadership training for senior and middle level staff to strengthen leadership skills and accountability	6.1	Develop a Leadership Policy with Code of Conduct	Leadership Policy with Code of Conduct	Principal						2	
	6.2	Develop a leadership training programme	Leadership training schedule	Principal						2	2,000
	6.3	Create a training manual for managers	Manager's manual	Principal						2	2,000
7. Prepare a long-term recruitment policy and procedure for expatriates teachers to provide stability and maintain the standard of key areas of development within the college especially the International Stream	7.1	Develop a recruitment policy and procedure for expatriates	Recruitment policy and procedure	Business Manager						1	
	7.2	Create a marketing plan for attracting expatriates teachers	Marketing plan	Business Manager						1	5,000
	7.3	Create a recruitment manual and training for expat teachers – cross cultural training	New staff handbook and induction programme	Business Manager						1	3,000
	7.4	Create a transition plan for replacing of expatriates teachers with local teachers	Transition Plan	Business Manager						2	

Strategy	#	Actions	Deliverables	Responsible	24	25	26	27	28	Priority	Cost
<b>Goal 3: To ensure that the College physical facilities are well maintained and meet the capacity needs for future expansion and growth in terms of increased enrolments and improved services</b>											
1. Recruit a physical development and maintenance manager to ensure that facilities are well maintained and identify key areas of development	1.1	Develop JD for a new manager role	JD manager physical planning	Business Manager						2	10,000
	1.2	Seek approval for new role	Approved for new manager role	Business Manager						2	
	1.3	Prepare a physical maintenance audit	Maintenance audit report	Business manager						3	2,000
2. Conduct an overall capacity review of the campus to ensure that the College can maintain its core and future facilities for both staff and students (class-rooms, dorms and other major facilities)	2.1	Conduct a physical housing capacity review	A review report	Business manager						2	
	2.2	Implement a physical housing capacity policy	Housing Capacity policy	Business manager						2	
	2.3	Identify further physical capacity requirements	Physical capacity requirement report	Business manager						2	
	2.4	Identify health risks associated with overcrowding	Health risks report and solutions	Business manager						2	
3. Develop a master plan with key areas for physical development within 2 years, 4 years and 8 years	3.1	Conduct a review of current and potential functional areas	Institutional review report	Principal						2	
	3.2	Identify major strategic development areas	Development areas report	Principal						2	2,000
	3.3	Produce a complete master plan with an implementation timeframe	Master plan proposal	Principal						2	5,000
4. Develop a physical maintenance plan with funding sources to ensure cycle of maintenance are implemented	4.1	Implement a physical maintenance plan	Maintenance plan with action items – dorms and dining hall	Business manager						2	1,400,000
	4.2	Create a physical maintenance policy and reporting process	Maintenance policy	Business manager						3	
	4.3	Identify funding sources or donors for physical maintenance	Funding sources	Business manager						1	

Strategy	#	Actions	Deliverables	Responsible	24	25	26	27	28	Priority	Cost
5. Develop a boarding facility standard and policy with appropriate process for long term improvements and development; to include dining, dormitories and bathrooms.	5.1	Develop boarding standard and policy	Boarding standard and policy	Business manager						1	
	5.2	Implement a boarding development plan	Boarding development plan with action items	Business manager						2	
	5.3	Conduct a health and safety audit to ensure students are safe	Safety audit report	Head Tutor						1	2,000
	5.4	Establish strong partnership with PTA	MOU with PTA	Principal						1	
	5.5	Create a boarding handbook and training for prefects	Handbook and training schedule for prefects	Head Tutor						3	2,000
6. To ensure that the campus is fully self-sufficient and maintain a high availability standard of utility services and infrastructural support such as power, water, ICT, communication, etc	6.1	Develop an infrastructure policy and service standards	Infrastructure policy and service standards	Business manager						2	
	6.2	Identify possible risks and counter solutions	Assessment of risks and recommendation report	Business manager						2	5,000
	6.3	Implement a campus Infrastructure development plan	Infrastructure development plan with action items	Business manager						2	
	6.4	Upgrade the ICT infrastructure with efficient services	Efficient IT services and support	Business manager						1	500,000
	6.5	Identify alternative energy sources to save electricity	Alternative energy sources installed	Business manager						1	1,000,000
	6.6	Install a backup power generator for the campus	Working backup Power Generator installed	Business manager						1	400,000
	6.7	Develop a conducive campus for public visitors	Proper public toilets and public parking when required	Business manager						2	200,000
	6.8	Develop a long-term campus security plan	Proper security with a full boundary fence	Business manager						1	1,200,000

Strategy	#	Actions	Deliverables	Responsible	24	25	26	27	28	Priority	Cost
<b>Goal 4: The long-lasting success of the College depends largely on an effective Governing Policy, strategic responsibilities and stable management.</b>											
1. Secure approval for new governance model by the FWCT conference and implementation of new governing policies	1.1	Present proposal to FWC conference	Approval for implementation	Principal						1	
	1.2	Prepare implementation plan and procedure	Implementation plan	Principal						1	
	1.3	Conduct a review of the implementation	Review report	Principal						2	2,000
2. Empowerment of Tupou College Governing Council through training and empowerment programmes especially in regard to monitoring strategic developments and recruitment of key management roles	2.1	Develop a Council Handbook	Council Handbook	Principal						2	2,000
	2.2	Develop a Council performance review policy and procedure	Performance review policy and procedure	Principal						2	
	2.3	Conduct review of Council performances	Review report with action items	Principal						2	5,000
3. To conduct a thorough Compliance and Risk audit to ensure that the College is aware of any potential risks that can affect the long-term success of the College and its programmes	3.1	Create a College Service standard policy	College service standard policy	Principal							
	3.2	Conduct a service audit to identify risks	Audit report with action items	Principal							2,000
	3.3	Implement compliance strategies	Compliance report with action items	Principal							
4. Develop a Professional development plan and programme for council members to include a Council Succession plan for the next 5 years	4.1	Develop a Council professional development package	Training package and schedule	Principal							
	4.2	Implement a Council succession plan	5-year succession plan	Principal							
5. To establish an agreed school culture that include a set of guiding principles and undertakings for all areas of school improvement.	5.1	Implement College Code of Conduct	Code of conduct	Principal							
	5.2	Develop training package on building a positive College culture	Training package and schedule	Deputy Admin							2,000
	5.3	Create programmes for building strong relationships	Relationship building programmes	Deputy Admin							

Strategy	#	Actions	Deliverables	Responsible	24	25	26	27	28	Priority	Cost
	5.4	Improve communication within the campus	Improved communication	Deputy Admin							
	5.5	Identify potential consequences of poor behaviour within the College	Potential issues report	Head Tutor							
<b>Goal 5: To maximise on all business or income opportunities to increase revenue for improved services and performances</b>											
1. Develop and Implement a new Business Plan to capitalize on Dairy farming and other commercial opportunities such as conference venue, etc	1.1	Conduct a business review for potential opportunities and risks	Business review report	Business Manager						1	2,000
	1.2	Implement key business strategies	Business plan with action items	Business Manager						2	
	1.3	Identify key potential money making ventures	Renovation of the College Museum and proper archive	Business manager						3	1,500,000
2. To maintain a strong partnership with Government to ensure that Government grants are maintained	2.1	Identify potential risks for Government support	Risks report	Principal/Business Manager						1	
	2.2	Develop strong relationship strategies	Key relationship building strategies	Principal						1	
	2.3	Seek further support from Government	Financial support proposal	Principal						2	
3. To implement a new fee model that is affordable but contribute to the development of the College and allow a quality experience for each student	3.1	Create a fee structure policy	College fee policy	Business Manager						1	
	3.2	Present a new revised fee structure to Council for next 5 years	New fee structure	Business Manager						1	
4. Conduct a thorough review of the College operation to identify continuing financial leakages that affects the College funds	4.1	Conduct a review of college spending to identify leakages	Review report	Business Manager						2	
	4.2	Create spending control policy and procedures	Control policy and procedure	Business Manager						2	
	4.3	Create cost-cutting measures to reduce poor financial management	Cost-cutting measures	Business Manager						2	
5. Conduct an assessment of staff salaries and conditions of	6.1	Conduct a salary review to set a minimum acceptable wage	Salary review report	Business Manager						1	2,000

Strategy	#	Actions	Deliverables	Responsible	24	25	26	27	28	Priority	Cost
employment to ensure that staff are not affected so that they can perform to expectations	6.2	Seek approval for revised salary scale	Approved new salary scale	Principal						1	
	6.3	Identify potential benefits that can support staff performances	Staff benefits proposal with action items	Business Manager						2	
<b>Goal 6: To continue improving the well-being of students while at the College so that they can reach their full potential.</b>											
1. To strengthen Healthy living on campus with a focus on improving students' diet, health education and related programmes	1.1	Prepare a healthy eating programme	Healthy eating promotion programmes	Boarding Master						2	
	1.2	Develop dietary guidelines and training	Dietary guidelines and training schedule	Head Tutor						2	2,000
	1.3	Develop healthy living policy and standard	Healthy living policy and standard	Principal						2	
2. To refine the current counselling and character formation programmes so that the College can effectively respond to student behavioural issues and learning difficulties and to encourage leadership skills	2.1	Develop a counselling policy and referral procedure	Counselling policy	Principal						1	
	2.2	Review current character formation programmes	Review report	Head Tutor						2	
	2.3	Develop an effective PD policy and procedure	PD policy and procedure	Head Tutor						2	
	2.4	Develop character formation programmes	Character formation programmes	Deputy Admin						2	
3. To assess and develop an overall boarding programme for the students to improve their boarding experiences; focusing on safety, security, hygiene and supervisory	3.1	Develop boarding expectation and guidelines	Boarding code of conduct and guidelines	Head Tutor						1	
	3.2	Secure partnerships with PTA on monitoring boarding facilities	Agreement with PTA	Head Tutor						1	
	3.3	Conduct boarding training	Training schedule	Head Tutor						2	
4. To develop a programme for academic counselling and support focusing on students' academic improvements and future career pathways	4.1	Establish academic counselling services	Academic counselling centre	Deputy Admin						2	50,000
	4.2	Improve students support services	Student support helpdesk	Deputy Admin						2	20,000
	4.3	Secure resources for the centre	Proper counselling resources	Deputy Admin						2	10,000

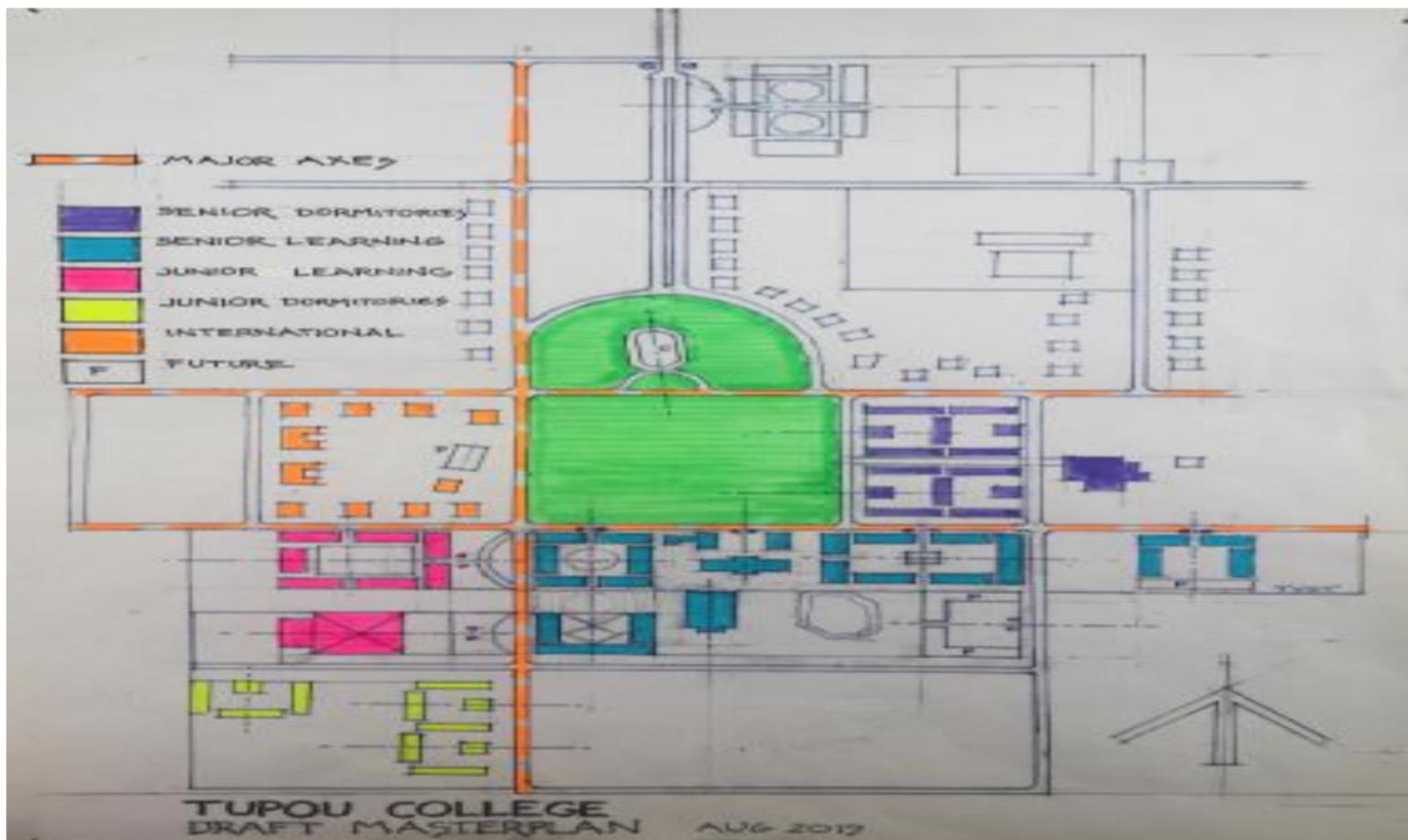
Strategy	#	Actions	Deliverables	Responsible	24	25	26	27	28	Priority	Cost
5. To develop a sustainable plan for the Newington College Food Bowl project and the Chinese vegetable project to ensure maximum contributions to students' diet	5.1	Conduct a SWOT analysis	SWOT analysis report	Business Manager						2	
	5.2	Develop a College menu manual	College menu manual	Business Manager						2	
	5.3	Develop a sustainable plan for the food bowl project	Sustainable plan	Business Manager						2	
<b>Goal 7: Tupou College is a FWC school and strives to promote Christ like teaching and services through Spiritual and faith based development</b>											
1. To ensure that the Toloa congregation delivers and committed to the mission of the Church	1.1	Conduct a thorough review of the practices within the Toloa Church	Review report	Head Tutor						2	
	1.2	Implement a development plan to strengthen mission and worships of the church	Development plan with action items	Head Tutor						2	
2. To maintain and promote the core Christian values in all activities of the school	2.1	Develop more Christian values promotion within the College	Promotion packages	Head Tutor						2	4,000
	2.2	Create more programmes that promote participations	Programmes and events	Head Tutor						2	
	2.3	Create visible ways to incorporate Christian values into the life of the College	College programme to highlight Christian values	Head Tutor						1	
<b>Goal 8: Tupou College is a school and also a Community. Like any other community; it's important to build and maintain a strong community where everyone is valued and cared for.</b>											
1. To ensure that the members of the community are safe and secure; Staff families and Students	1.1	Conduct a safety review of the campus	Safety review report	Principal						1	2,000
	1.2	Present and implement a safety Policy and procedure	Safety Policy and procedure	Head Tutor						2	
	1.3	Recruit a security officer	New security staff	Head Tutor						2	6,000
	1.4	Conduct safety inspections and drills	Inspection and drills report	Head Tutor						2	
	1.5	Create safety training and responses	Training package and schedule	Head Tutor						1	2,000

Strategy	#	Actions	Deliverables	Responsible	24	25	26	27	28	Priority	Cost
2. To develop a guideline that can strengthen the Toloa community ties with other local communities, parents and old boys.	2.1	Develop a community Policy	Community Policy implemented	Principal						3	
	2.2	Develop community programmes to promote participations	Community programmes	Head Tutor						3	
3. To develop communication strategies and methods that promotes closer relationships and understanding of community programmes and activities	3.1	Identify communication issues within the campus	Identified issues	Principal						2	
	3.2	Develop necessary communication strategies appropriate for Toloa	Communication strategies	Principal						2	
	3.3	Conduct communication workshops	Workshop schedule	Deputy Admin						2	2,000
4. Maintain strong community ties with Newington College especially with the touring party and visitors from Newington	4.1	Upgrade accommodation venue and facilities	Quality touring site and facilities	Business Manager						1	50,000
	4.2	Develop a touring manual	Touring manual	Business Manager						2	2,000
	4.3	Develop a tour evaluation process for feedback and improvements	Evaluation form and process	Business Manager						2	
	4.4	Develop an exchange programme	Exchange programme	Deputy Admin						1	
<b>Goal 9: To strengthen Co-Curricular programmes especially the school academies to promote student participations in other learning activities and to unleash their God given talents.</b>											
1. Develop strategies to further developed quality support for these academies; Sport, Music, Science, Commerce, Cadet, Christian fellowship academies	1.1	Develop College academy policies and procedures	Academy Policy & Procedure	Principal						2	
	1.2	Establish a formal curriculum for key academies	Written curriculum with assessment criteria	Deputy Academics						2	
	1.3	Identify resource requirements	Allocated resources	Deputy Academics						2	100,000
	1.4	Develop MOUs with key partners	MOUs	Business manager						2	
	1.5	Improve facilities for music and performing arts	Music and performing art centre	Business manager						2	2,500,000

Strategy	#	Actions	Deliverables	Responsible	24	25	26	27	28	Priority	Cost
	1.6	Improve facilities for sports	High-standard sport facilities and sports grounds	Business manager						2	1,000,000
2. To develop a Tongan cultural learning programme to ensure that students build a strong sense of Cultural responsibilities within the school and their communities	2.1	Establish a Tongan Cultural committee	An established Committee with a new mandate	Deputy Academics & HOD Tongan						1	
	2.3	Strengthen the Tongan Handicraft programme	Handicraft policy and procedure	Deputy Academics & HOD Tongan						2	
	2.4	Develop programme to promote Tongan culture	Programmes and events	Deputy Academics & HOD Tongan						2	5,000
	3.1	Develop an event policy with key roles	College Event Policy	Principal						3	
3. Develop a College Event policy to ensure that College Events are well planned and meet all expected requirements	3.2	Develop an event guideline with procedures	Event guideline & procedure	Principal						3	
	3.3	Implement an event recording system	Events recording system	Principal						3	2,000

## 6. Master Plan Highlights

The Tupou College Council in its second meeting of 2019 accepted the sketch of a master plan drafted for further consultations. The draft was presented by Mr Ian MacGilvray, a Sydney based Architect who is helping the Council with the Master Plan. The preliminary sketch outlines the location of new development sites and expansions.



## 7. Budget Allocation and Projections

### Operational Allocation

<b><u>Income</u></b>	<b><u>2024</u></b>	<b><u>2025</u></b>	<b><u>2026</u></b>	<b><u>2027</u></b>	<b><u>2028</u></b>
<i>FWCT</i>	204,500	204,500	300,000	500,000	500,000
<i>Gov't Salary Support</i>	730,000	730,000	800,000	800,000	1,000,000
<i>Gov't Grant TPSS</i>	50,000	50,000	50,000	50,000	50,000
<i>Commercial Support</i>	70,000	80,000	80,000	100,000	120,000
<i>Fund Raising</i>	100,000	120,000	120,000	150,000	150,000
Services	40,000	40,000	50,000	50,000	50,000
Fees	770,000	773,930	851,323	1,472,060	1,748,807
<i>Old Boys</i>	100,000	150,000	250,000	250,000	250,000
<b>Total</b>	<b>2,064,500</b>	<b>2,148,430</b>	<b>2,501,323</b>	<b>3,372,060</b>	<b>3,868,807</b>

<b><u>Development Funds</u></b>	<b><u>2024</u></b>	<b><u>2025</u></b>	<b><u>2026</u></b>	<b><u>2027</u></b>	<b><u>2028</u></b>
<i>Old Boys Elili Project</i>	100,000	200,000	500,000	500,000	500,000
<i>Longoteki</i>	50,000		200,000		
<i>Kaliloa</i>		100,000			50,000
<i>Blue Ta'e'iloa</i>	50,000				
<i>Staff Fund</i>	80,000	80,000	80,000	80,000	80,000
<b>Total</b>	<b>280,000</b>	<b>380,000</b>	<b>780,000</b>	<b>580,000</b>	<b>630,000</b>

<b><u>EXPENSES</u></b>	<b><u>2024</u></b>	<b><u>2025</u></b>	<b><u>2026</u></b>	<b><u>2027</u></b>	<b><u>2028</u></b>
Salary	1,100,000	1,100,000	1,200,000	1,500,000	1,500,000
Salary International	100,000	100,000	180,000	180,000	180,000
Communication & ad	20,000	25,000	30,000	50,000	80,000
<b>Repair &amp; Maintenance</b>	<b>120,000</b>	<b>150,000</b>	<b>200,000</b>	<b>400,000</b>	<b>500,000</b>
Resources & Utilities	200,000	200,000	220,000	220,000	260,000
<b>Student Meals</b>	<b>240,000</b>	<b>230,000</b>	<b>250,000</b>	<b>300,000</b>	<b>360,000</b>
Admin	50,000	60,000	70,000	100,000	120,000
Teaching & Learning	70,000	100,000	120,000	200,000	350,000
TPSS development	50,000	50,000	50,000	50,000	50,000
Equipment	80,000	80,000	120,000	300,000	350,000
Crops	10,000	20,000	25,000	31,000	50,000
Others	24,000	32,000	35,000	40,000	65,000
<b>TOTAL EXPENSES</b>	<b><u>2,064,000</u></b>	<b><u>2,147,000</u></b>	<b><u>2,500,000</u></b>	<b><u>3,371,000</u></b>	<b><u>3,865,000</u></b>
Variance	500	1,430	1,323	1,060	3,807

## 8. Enrolment Trends and Forecast

The College enrolment has been steady for the past five years with a slight increase at the Junior level and TVET programmes. The introduction of the International classes in 2018 is a visible factor and the number of Primary school boys who are interested in pursuing their academic endeavours at Tupou College. The plan is to build capacities of the College campus to cater for an enrolment of around 1,100 to 1,200 students within the next 5 years.

**Tupou College Enrolment Data 2024 - 2028**

Classes	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>National Stream</b>											
Year 7	95	152	120	110	100	55	65	0	0	0	0
Year 8	91	101	100	100	100	100	100	100	0	0	0
Year 9	79	92	90	90	100	180	180	200	200	200	200
Year 10	86	113	100	100	100	110	110	110	110	110	110
Year 11	76	71	80	70	70	70	70	70	80	80	80
Year 12	38	62	50	50	50	50	50	50	60	60	60
Year 13	31	37	35	30	30	30	30	30	30	30	30
<b>TOTAL</b>	<b>496</b>	<b>628</b>	<b>575</b>	<b>550</b>	<b>550</b>	<b>595</b>	<b>605</b>	<b>560</b>	<b>480</b>	<b>480</b>	<b>480</b>
<b>International Stream</b>											
Year 7	21	23	25	25	25	25	25	25	25	25	25
Year 8		26	25	25	25	25	25	25	25	25	25
Year 9			25	25	25	25	25	30	30	30	30
Year 10			23	25	25	25	25	30	30	30	30
Year 11				21	25	25	25	30	30	30	30
Year 12					20	25	25	30	30	30	30
Year 13						18	25	30	30	30	30
<b>TOTAL</b>	<b>21</b>	<b>49</b>	<b>98</b>	<b>121</b>	<b>145</b>	<b>168</b>	<b>175</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
<b>TVET Stream</b>											
Year 10	51	53	55	50	50	50	50	50	50	50	50
Year 11	56	62	50	55	50	50	50	50	50	50	50
TCTVET	139	120	150	150	160	160	160	180	200	200	200
	246	235	255	255	260	260	260	280	300	300	300
<b>College Total</b>	<b>763</b>	<b>912</b>	<b>928</b>	<b>926</b>	<b>955</b>	<b>1023</b>	<b>1040</b>	<b>1040</b>	<b>980</b>	<b>980</b>	<b>980</b>