

St. Paul's Convent School



School Development Plan 2021/22-2023/24 **(Amended in November 2022)**

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School Vision & Mission

School Vision

St. Paul's Convent School aims to provide a seamless bilingual education for girls in a happy and motivating learning environment, so that they will learn to embrace the Paulinian heritage of Truth, Beauty, Goodness, Nobility and Honour.

Mission Statement

St. Paul's Convent School aims to provide an all-round education based on Christian values that enhance the quality of life of Paulinians, both materially and spiritually, so that they can contribute positively to their home, profession and society with Charity, Conscience, Confidence, Courage, Creativity, Competence and Commitment.

School Motto

OMNIA OMNIBUS is the school motto and is translated as "All things to all people" in English. It is taken from the first letter of St. Paul to the Corinthians, Chapter IX: 22, where St. Paul instructs the Christians to serve and embrace all people irrespective of class, race and religion.

School Core Values

SPCS is a learning school in a learning world for a learning century. Our core values are Integrity, Joyfulness, Simplicity, Hard Work and Excellence.

SWOT Analysis

Our Strengths

- A strong school culture impacts on students' values and character formation.
- Integrated and gradual changes support the school's mission and vision.
- A growing Catholic population strengthens the school culture.
- Excellent English fluency of students enables them to excel academically.
- Exemplary students with multiple talents enhances all-round development.
- Multiple pathways are offered to prepare students for tertiary education locally or abroad.
- Our teaching team is composed of experienced, dedicated and professional teachers who are receptive to changes.
- The School enjoys the state-of-the-art facilities to support learning and innovative projects.
- The School enjoys a good location being situated in the centre of Hong Kong Island and is easily accessible by public transport.
- The School enjoys a good home-school co-operation with strong parental support.
- The School enjoys well established connections and network with Alumni, professionals and partnerships with universities and other educational institutions.

Our Weaknesses

- The present public examinations stress a summative approach, limiting creativity in learning and teaching.
- There has been increasing diversity in student ability due to the through-train policy with our primary school.
- The limited space in the school constrains students' outdoor activities.
- There is diversity in teachers' learning capacity as reflected in their CPD hours.
- Middle managers are more person-oriented than task-oriented in that they stress harmony and do not challenge staff sufficiently.
- Strict compliance of systems and procedures create a lot of restrictions and workload for staff.
- The lack of subsidized Provident Fund decreases our competitiveness in the recruitment of staff and teachers.

Our Opportunities

- The School enjoys a strong international network and experience in hosting cultural exchanges that expand and enrich students' learning experience.
- Alternative programme in senior secondary section meets students' aspirations and enhances their development, helping them to scale new heights.
- Students' high level of English fluency enables them to be admitted to world renowned universities / institutions.
- The School enjoys strong partnership with professionals and organizations for collaborative projects providing more learning experience and opportunities for our students.
- The School is strong in a variety of innovations led by Professors and experts in the area.
- The numerous open competitions in STEM/STEAM help the school to explore greater opportunities and development for students' learning and growth.
- The School enjoys whole school Wi-Fi provision, a one-to-one iPad for students and Edmodo Enterprise Partnership with NetDragon for global exchanges.
- The School has been sponsored by the Office of the Government Chief Information Officer (OGCIO) to be one of the eight pilot schools that run the Enriched IT Programme (EITP) from 2015 to 2023.

- The School received the UNESCO China Sustainable Development Education Excellent Team Award and the Outstanding STEM Education School Award in the Smart People category of the Hong Kong Smart City Awards 2018.

Our Threats

- The School is facing challenges from the IB market.
- It has been increasingly difficult to meet and satisfy students' choice for the alternative curriculum due to the limited number set down by EDB.
- The strong science-biased choices of students are posing a threat to the survival of some humanities subjects.
- A large number of students are leaving the school before graduation.
- There has been a cut in finance from EDB due to the decrease in student number.
- Experienced teachers are leaving or retiring from the profession.
- There has been great difficulty looking for suitable successors for senior posts like principal and vice-principals.
- Remuneration and welfare package for recruitment of teaching staff has been less attractive.

Holistic Review on the Effectiveness of the previous Three Year School Development Plan (2018/19-2021/22)

Major Concerns	Targets/Intended outcomes	Extent of targets	Follow-up action
1. Enhancing a Quality School for a Successful and Sustainable Future	<ul style="list-style-type: none"> Implement the Improvement Measures of DSS schools designated by EDB 	Fully Achieved	<ul style="list-style-type: none"> Incorporated as routine work Sustain the Governance Review Sub-committee under SMC Execute the 6-year cycle to review different areas under the domains of Human Resources Management, Financial Management and School Fees Remission/ Scholarship Schemes, focusing on one area each year
	<ul style="list-style-type: none"> (a) MFA (b) External School Review 	Fully achieved In progress	<ul style="list-style-type: none"> EDB MFA Team had concluded their audit in Sep 2020, appropriate follow up action taken ESR will take place in November 2021 The use of teacher logbook as routine work has been implemented since last review Sustain the teaching and learning standard in the school Invite experienced teachers and principals from other school to conduct lesson observations as critical friends to ensure the high teaching and learning standard of the school
	<ul style="list-style-type: none"> Offer a Quality School Environment for a Quality School Life 	Fully Achieved	<ul style="list-style-type: none"> Continue to provide a happy and stimulating bilingual learning environment Sustain the green campus which includes the Smart Oasis to offer more space, new learning opportunities and experience to students Maintain the full Wi-Fi campus to facilitate mobile learning and enhance connectivity Gradual installation of ActivPanels by levels in classrooms and strengthen the ZOOM class functions and stability

Major Concerns	Targets/Intended outcomes	Extent of targets	Follow-up action
2. Enabling Paulinians to scale new heights in all areas	<ul style="list-style-type: none"> Meet the diverse needs of Paulinians 	Achieved	<ul style="list-style-type: none"> Enhance the school curriculum (local and alternative curriculum) to meet the diverse needs of the Paulinians Continue to allocate more resources to consolidate the foundation of students both in the junior and upper forms
	<ul style="list-style-type: none"> Provide enriched learning experiences in and beyond the school campus 	Achieved	<ul style="list-style-type: none"> Sustain school-based e-learning, mobile learning and other IT resources Sustain and explore opportunities for exchange tours of a more diverse nature Continue to provide students with more balanced OLEs in areas of aesthetic, physical, civic and moral development Encourage students to participate in more competitions and offer them more support
	<ul style="list-style-type: none"> Ensure successful entry of Paulinians to tertiary education 	Fully Achieved	<ul style="list-style-type: none"> Continue the good work of the Careers Team to ensure each Paulinian understands her own career aspirations, possible study pathways and the different options available to them Continue to organize for students training on writing their personal statements, building SLPs and enhancing their interview skills Offer maximum subject choices to cater for Paulinians' diverse needs Maintain the leading edge of English Language proficiency and raise the academic result of Chinese Language

Major Concerns	Targets/Intended outcomes	Extent of targets	Follow-up action
3. Maintaining a Professional teaching team towards sustainability	<ul style="list-style-type: none"> • Enhance the effectiveness and efficiency of teachers through capacity building and professional development programmes 	Achieved	<ul style="list-style-type: none"> • Continue to provide more staff development programmes on various aspects • Continue to encourage staff to join development programmes on knowledge and skills related to local and alternative curriculum, pedagogies and educational policies • Enhance the professional capacity of teachers in catering for students with SEN • Release teachers from administration work so that they can allocate more time to improve their teaching and provide better pastoral care for students
	<ul style="list-style-type: none"> • Ensure a smooth succession of the professional teaching team 	Achieved	<ul style="list-style-type: none"> • Continue to prepare teachers for the succession of Panel Heads and senior posts • Appoint a Junior Panel Head for the core subjects of English, Chinese and Maths • Recruit suitable applicants to replace retiring teachers • Review the staff establishment and needs of different departments

School Development Plan and Major Concerns for 2021/22– 2023/24 (amended in November 2022)

Major Concerns	Target	Time Scale (Please insert ✓)			Outline of Strategies
		21/22	22/23	23/24	
1. To sustain a diverse and innovative curriculum (IGCSE, IAL, DSE, BTEC, ApL, EITP) and assessment that offer multiple pathways to students so as to prepare them for successful entry into tertiary education either locally or abroad	<ul style="list-style-type: none"> To optimize the four core senior secondary subjects to create space for students to broaden their studies and embark on other pursuits of interest 		✓	✓	<ul style="list-style-type: none"> To make use of the optimized lesson time to develop the “21st century skills for future” for students by strengthening the learning of ethics and development of up-to-date school-based programmes to elicit students’ ability in STEM/AI-related studies, to cater for their learning interests in psychology and to broaden their horizons of career-related pathways
	<ul style="list-style-type: none"> To offer a diverse school curriculum to cater for students' needs in terms of further studies and career aspirations 	✓	✓	✓	<ul style="list-style-type: none"> To continue to offer multiple curricular and explore the possibilities of offering new BTEC courses, AS subjects & ApL programmes To conduct F2 and F4 Parents’ Day to enhance parents’ and students’ understanding of the related curriculum in order to make the best subject choices
	<ul style="list-style-type: none"> To sustain excellent standards in English 	✓	✓	✓	<ul style="list-style-type: none"> To offer English EFL as well as ESL curriculum for F.3-F.4 students, IELTS for F5ST (IAL) students, and optional ESL speaking test for F4 students etc.
	<ul style="list-style-type: none"> To strengthen Chinese proficiency and the understanding of Chinese culture to all students 	✓	✓	✓	<ul style="list-style-type: none"> To extend the Chinese reading scheme and provide additional lessons on Chinese culture, history and China’s recent development To offer CSL and IGCSE Chinese curriculum to F.1-F.4 Non-Chinese speaking students and to provide more Chinese cultural experiences to students etc.

Major Concerns	Target	Time Scale (Please insert ✓)			Outline of Strategies
		21/22	22/23	23/24	
1. To sustain a diverse and innovative curriculum (IGCSE, IAL, DSE, BTEC, ApL, EITP) and assessment that offer multiple pathways to students so as to prepare them for successful entry into tertiary education either locally or abroad	<ul style="list-style-type: none"> To continue to offer a third language to promote a global outlook and experience for students 	✓	✓	✓	<ul style="list-style-type: none"> To continue to collaborate with the Language Department of the University of Hong Kong to offer Foreign Languages to students To offer language immersion programmes in France, Spain and Germany for the language students etc.
	<ul style="list-style-type: none"> To enrich other learning experiences and extend life-wide learning (provided the COVID-19 situation has improved and the quarantine requirements lifted) 	✓	✓	✓	<ul style="list-style-type: none"> To sustain various overseas visits and camps as well as to organize study/experiential tours to the Pearl River Delta Region, Sister Schools and Net Dragon Headquarters etc. to enhance their understanding of environmental harmony and National Education in China, to promote interflows between Sisters schools in the Mainland and to promote the use of technologies such as AR and VR in learning and teaching etc.
	<ul style="list-style-type: none"> To help students to explore multiple pathways for further education through a better understanding of their career aspirations starting from junior secondary years and extending to senior secondary years 	✓	✓	✓	<ul style="list-style-type: none"> To offer individual counselling to students; arrange talks for both parents and students on the education and admission methods in different universities etc. To sustain collaboration with the PTA and SPCS Alumni Association to offer various job shadowing and mentorship programmes to students in career-related OLEs To sustain collaboration with Caritas in serving the community through outreach programmes (depending on the pandemic situation)

Major Concerns	Target	Time Scale (Please insert ✓)			Outline of Strategies
		21/22	22/23	23/24	
1. To sustain a diverse and innovative curriculum (IGCSE, IAL, DSE, BTEC, ApL, EITP) and assessment that offer multiple pathways to students so as to prepare them for successful entry into tertiary education either locally or abroad	<ul style="list-style-type: none"> To help students to apply for further studies through JUPAS, Non-JUPAS and UCAS 	✓	✓	✓	<ul style="list-style-type: none"> To organize visits to various universities and talks / workshops on university application and on writing of personal statements and interview skills etc. To invite alumni to offer sharing sessions and to assist students in completing their applications to universities in the Mainland and overseas To complete the SLP for the JUPAS application
	<ul style="list-style-type: none"> To make full use of the online learning platforms and latest technology to maintain the efficiency and quality of teaching under the new Normal 	✓	✓	✓	<ul style="list-style-type: none"> To upgrade/improve the services of the existing wifi and online learning platforms and to facilitate teachers in arranging extra online lessons on need basis etc.
	<ul style="list-style-type: none"> To resume the blended time-table / summer online timetable as a back-up when whole day face to face classes are suspended 	✓			<ul style="list-style-type: none"> To encourage and monitor closely the EDB requirement for whole day school To always maintain a safe environment in school and raise the awareness of precautionary measures to be taken by staff, students, visitors and parents

Major Concerns	Target	Time Scale (Please insert ✓)			Outline of Strategies
		21/22	22/23	23/24	
2. To prepare students for the fast changing technological world through STEM/STEAM: fostering collaborative learning through an inter-disciplinary approach	<ul style="list-style-type: none"> To optimize the four core senior secondary subjects to create space for students to develop the “21st Century skills for future” 		✓	✓	<ul style="list-style-type: none"> To make use of the optimized lesson time to develop school-based programmes focusing on the collaborative study of 21st Century skills and STEM/AI-related researches and projects etc.
	<ul style="list-style-type: none"> To appreciate the value of collaboration To develop among students a solid knowledge base in Science, Technology, Engineering and Mathematics (STEM/STEAM) and to enhance their interest for further studies and careers in meeting the changes and challenges of the contemporary world 	✓	✓	✓	<ul style="list-style-type: none"> To embed and strengthen STEM /STEAM education into the teaching and learning of related subjects and to promote and sustain STEM related ECAs To encourage and support students to join local, national and international competitions in STEM areas To explore the possibilities of AR/VR/AI/ML apps and to investigate meaningful themes of group project involving AR/VR/AI/ML technologies and apply their skills in daily life etc.
	<ul style="list-style-type: none"> To explore and develop students’ potentials and talents under the guidance and teaching of professional tutors To let students have more time to learn and practise their skills for competition, performance or self-enhancement 	✓	✓	✓	<ul style="list-style-type: none"> To extend STEM education to cater for students’ diverse interests and aspirations through DIP classes and organize STEM related summer programs/tours To organize visit to AR/VR/AI labs of developers and collaborate with professionals, institutions and universities To organize workshops for teachers etc.

Major Concerns	Target	Time Scale (Please insert ✓)			Outline of Strategies
		21/22	22/23	23/24	
3. To strengthen the implementation of the school theme SMART CITIES by focusing more on the entrepreneurial aspect.	<ul style="list-style-type: none"> To optimize the four core senior secondary subjects to create space for students to broaden their studies and embark on other pursuits of interest in entrepreneurial aspects 		✓	✓	<ul style="list-style-type: none"> To make use of the optimized lesson time to develop in students the 21st Century skills for the future by engaging them in programmes related to STEM, psychology, media & IT literacy and well-being strategies
	<ul style="list-style-type: none"> To equip students with knowledge and skills on how to successfully develop products and services to solve challenging problems in the world under time constraints and limited resources To offer practical experience to students for applying entrepreneur skills in organizing and carrying out entrepreneurial activities 	✓	✓	✓	<ul style="list-style-type: none"> To offer the Young Investors Programme for students to acquire the skills to save and invest for their future in a fun team environment To offer students the opportunity to explore the possibility in applying patents for their products To encourage and support students to participate in Entrepreneurship related visits, talks, seminars, workshops and competitions To work in synergy with trusted partnership and professionals To keep track of the latest development of the GBA Region with a view to exploring the opportunities and the talents required. Focus will be drawn to the training needs of our students.

Major Concerns	Target	Time Scale (Please insert ✓)			Outline of Strategies
		21/22	22/23	23/24	
4. To strengthen Paulinian's Christian and Chinese moral values through implementation of the Lion Rock Spirit	<ul style="list-style-type: none"> To enhance student's understanding of the core values of Perseverance, Diligence, Solidarity and Faith in a better future, behind the Lion Rock Spirit 		✓	✓	<ul style="list-style-type: none"> Introduce and promote the Lion Rock Spirit through the formal and informal curriculum e.g. ask students to read & research on the core values and present what they have learnt through compositions, poems, short stories, role plays, radio plays, posters, slideshows, short films, documentary etc. Invite speakers to share their experiences during school events or relevant lessons, and ask students to conduct interviews with the older generation e.g. their grandparents to learn more about how they contributed to the prosperity of Hong Kong in the 1960's and 70's
	<ul style="list-style-type: none"> To provide different channels and opportunities for students to share and present their understanding of the Lion Rock Spirit 		✓	✓	<ul style="list-style-type: none"> Introduce the song 'Under the Lion Rock' to students, ask them to reflect on the message, translate the lyrics into English, and rewrite the lyrics in their own words Incorporate stories from the 'Under the Lion Rock' series into lessons, invite students to reflection on what they have learnt from the stories and how they can apply this to their studies and future Design school activities for the promotion of the positive values related to the Lion Rock Spirit e.g. game booths, slogan design competitions, poster design competitions, lyrics writing competition etc.

Major Concerns	Target	Time Scale (Please insert ✓)			Outline of Strategies
		21/22	22/23	23/24	
4. To strengthen Paulinian's Christian and Chinese moral values through implementation of the Lion Rock Spirit	<ul style="list-style-type: none"> To reinforce student's understanding of the 7 'Cs': Charity, Conscience, Confidence, Courage, Creativity, Competence & Commitment of SPCS, and to enhance their sense of belonging and loyalty to the school through the Lion Dance 		✓	✓	<ul style="list-style-type: none"> To have 7 Lions to representing the 7 'Cs' of SPCS, 6 of which will be represented by the 6 Houses, and 1 to be represented by the Prefects' Board To promote Christian and Chinese moral values during Lion Dance performances
	<ul style="list-style-type: none"> To strengthen students' appreciation of Chinese cultural arts and values, to enhance their sense of national identity, and to uplift their national pride through the Lion Dance performances 		✓	✓	<ul style="list-style-type: none"> To set up a Lion Dance Club with the support of the Quality Education Fund To train Paulinans for Lion Dance performances during PE lessons and ECAs and DIP To have Lion Dance performances at school celebrations e.g. the 170 Anniversary of the school and to accept invitations to perform at public events

Major Concerns	Target	Time Scale (Please insert ✓)			Outline of Strategies
		21/22	22/23	23/24	
5. To enhance Paulinians' sense of national identity and law-abiding awareness through a whole-school approach and cross-subject collaboration by implementing National Security Education in both the formal and informal curriculum	<ul style="list-style-type: none"> To optimize the four core senior secondary subjects to create space for students to better understand self and appreciate Chinese cultural and development 		✓	✓	<ul style="list-style-type: none"> To make use of the optimized lesson time to strengthen the learning of ethics/values education and Chinese culture and development in the school-based programmes etc.
	<ul style="list-style-type: none"> To align with the policies of EDB on the transition from Liberal Studies (LS) to Citizenship and Social Development (CSD) 	✓	✓	✓	<ul style="list-style-type: none"> To ensure that the LS panel head will coordinate and monitor the implementation of CS at school accordingly To encourage teachers to attend appropriate training to acquire a correct understanding on the curriculum content and arrangement of the subject To make use of the resources and support provided by the EDB and to ensure learning and teaching materials used are in line with the aims, goals and contents prescribed by the CDC and appropriate for students' ability and learning needs etc.
	<ul style="list-style-type: none"> To strengthen the learning and understanding of National Identity, National Security Law (NSL) and Media and Information Literacy 	✓	✓	✓	<ul style="list-style-type: none"> To form a dedicated team to coordinate and monitor the implementation of NSE at all levels To adopt a whole school cross-curricular approach to the learning of "One Country, Two Systems" concept by infusing and enriching relevant subject curriculum contents and extra-curricular activities To encourage teachers to attend appropriate training to acquire a correct understanding and knowledge of the National Identity, NSL and Media and Information Literacy etc.

Major Concerns	Target	Time Scale (Please insert ✓)			Outline of Strategies
		21/22	22/23	23/24	
5. To enhance Paulinians' sense of national identity and law-abiding awareness through a whole-school approach and cross-subject collaboration by implementing National Security Education in both the formal and informal curriculum	<ul style="list-style-type: none"> To infuse National Security Education (NSE) in both the formal and informal curriculum to guide students to a better understanding of the NSL and its implication for the HKSAR 	✓	✓	✓	<ul style="list-style-type: none"> To review the subject curriculum and infuse relevant aspects of NSE in both the formal and informal curriculum Enrich the curriculum contents of KLAs by infusing the relevant concepts proposed by EDB To prepare whole school staff development programmes on understanding the NSL and its implications for teaching and learning and to provide separate staff development sessions for Key Learning Areas (KLA) on how they can infuse and enrich NSE in their respective curriculum To remind all teaching and non-teaching staff of the need to uphold professional ethics at all times, and the profound impact of their words and deeds on students Make it clear to teachers that they should not promote personal political views or twisted values to students or make seditious remarks directly or indirectly

Major Concerns	Target	Time Scale (Please insert ✓)			Outline of Strategies
		21/22	22/23	23/24	
5. To enhance Paulinians' sense of national identity and law-abiding awareness through a whole-school approach and cross-subject collaboration by implementing National Security Education in both the formal and informal curriculum	<ul style="list-style-type: none"> To explain to students the concepts related to national security, the legislative background, as well as the provisions and significance of the National Security Law (NSL) to ensure that students have accurate information, a clear understanding and a correct interpretation of the Law 	✓	✓	✓	<ul style="list-style-type: none"> To adopt a multi-pronged and coordinated approach to promote NSE through lessons, activities and workshops covering concepts and significance of national security To ensure that the learning and teaching materials and resources used are in line with the aims, goals and contents prescribed by the CDC for different key stages and appropriate for students' ability and learning needs To compile teaching resources related to the Constitution and Basic Law Education and NSE for teachers' reference
	<ul style="list-style-type: none"> To help students understand the latest development of the country, and enhance their sense of national identity 	✓	✓	✓	<ul style="list-style-type: none"> To develop students' appreciation of Chinese Culture and their awareness of the economic growth of China through the formal and informal curriculum To organize regular school activities and programmes in accordance with the schedules of the EDB so that national education is made part of school life To encourage students to participate in activities and competitions which enable them to have a better understanding of their country and its development. To enrich the Library with learning resources which are in line with the aims and goals of national education and NSE To encourage students to participate in activities in line with national education and NSE both inside and outside school etc.

Major Concerns	Target	Time Scale (Please insert ✓)			Outline of Strategies
		21/22	22/23	23/24	
5. To enhance Paulinians' sense of national identity and law-abiding awareness through a whole-school approach and cross-subject collaboration by implementing National Security Education in both the formal and informal curriculum	<ul style="list-style-type: none"> To develop students into law-abiding nationals and citizens who respect the rule of law and shoulder the responsibility of safeguarding national security 	✓	✓	✓	<ul style="list-style-type: none"> To review the school's expectation of proper student behaviour, the need to obey rules and regulations and the importance of respect for others as stated in the Student Handbook To set up a Flag Hoisting Troop and ensure that the raising of the National Flag and the singing of National Anthem are carried out on designated dates and ceremonies and to remind students of the proper protocols during the ceremonies To establish close communication with parents and work closely with the school social workers on related areas To prepare a special programme for the celebration of National Security Education Day to remind students of the need to uphold national security etc.

