



CAMBRIDGE HIGH SCHOOL

STRATEGIC PLAN 2021 - 2025

Purpose

To develop our learning community to best prepare students for life beyond school.

Vision

We provide an inspiring, holistic learning experience so students leave school with choices, confidence and a sense of purpose.

Values



Realise your Potential

Me moohio ki too pito mata



Engage with Purpose

Kia uu ki te kaupapa



Act with Integrity

Mahia ki te tika me te pono



Care for People and Places

Manaakitia ngaa taangata me ngaa waahi



Have Courage to Succeed

E riwha ai me niwha

We actively reinforce the school's values to build a safe, inclusive and caring environment that encourages and supports students and staff to develop their key competencies, abilities and talents.

Strategic Priorities

Excellence in Learning
Our Culture Including Sports, Arts & Wellbeing
Leadership and Development
Partnerships
Operations

Strategic Importance

CHS remains committed to Te Tiriti o Waitangi and to ensuring its principles guide our practice.

1. EXCELLENCE IN LEARNING

CHS will provide a high-quality learning environment for all students to experience their own learning success.

Actions

- 1.1 Cross-curricular literacy and numeracy programmes implemented and monitored in Yr 9 and 10 classes.
- 1.2 CHS will be well-prepared for the revised NCEA Level 1 that starts in 2024, including the implementation of an updated curriculum that meets the needs of the new NCEA Assessment package.
- 1.3 Build the understanding of Te Maataiaho across CHS in preparation for changes to the Junior curriculum.
- 1.4 Student agency in learning further enhanced by use of student goalsetting, learner/aakonga tracker, and academic mentoring.
- 1.5 Effective review and target setting informed by NCEA achievement data with a focus on ongoing performance.

Measures / Outcomes

- 1.1 Improvement evident in Literacy levels in Year 9 and 10 students consistent with the agreed ERO plan for implementation and review.
Utilisation of student feedback and achievement data to inform teaching practice.
- 1.2 A schoolwide cohesive plan for NCEA implementation of Level 1 2024 and outline for subsequent years will be finalized by the end of Term 3. Changes will be embedded through Term 4.
New curriculum articulated for subject specific and schoolwide programmes, including identifying the additional resourcing requirements to meet the needs of the new NCEA Assessment package.
- 1.3 Connect middle leaders with training and workshops to build a change plan for the implementation of Te Maataiaho. Plan will be outlined by the beginning of Term 4 in preparation for the phased implementation.
- 1.4 Mechanism for monitoring student achievement progress in the senior school defined by Term 1.
- 1.5 Target setting during Term 1 and ongoing measurement against these targets throughout the year. Finalised by the middle of Term 4 in preparation for 2024.

2. OUR CULTURE INCLUDING SPORTS, ARTS & WELLBEING

CHS with the community, will actively reinforce the school's values and build a safe, inclusive and caring environment that supports students and staff.

Actions

- 2.1 Review and continue to imbed culturally responsive practice across in the school culture, especially within the classroom.
- 2.2 Continue to reinforce the CHS culture and behaviours that are articulated by PC4L and within the REACH values.
- 2.3 Develop a framework for the definition of an inspiring holistic education including Arts and Sports at all levels in the school.
- 2.4 Health and Safety reporting and cross-pillar response to challenges.

Measures / Outcomes

- 2.1 Develop a representative lead group and their capacity to lead staff, using the Mauri Ora framework from Poutama Pounamu. Training implemented during Term 1 with the implementation plan articulate by the end of Term 2.
- 2.2 Introduction of Restorative Practice, led by the University of Waikato team. Staff wide training and
- 2.3 By the end of 2024 a framework will be established articulating the curricular and co-curricular opportunities for students. This will include resource allocation, management structures and participation targets.
- 2.4 The Board will be kept aware of Health & Safety issues that emerge and measures taken to ensure CHS remains compliant.

3. LEADERSHIP AND DEVELOPMENT

CHS culture nurtures ongoing learning and growth.

Actions

- 3.1 Embed the Professional Growth Cycle for ongoing professional learning.
- 3.2 Establish a CHS staff recognition package which celebrates professional milestones, long service to CHS and offers opportunities for ongoing study.
- 3.3 Leadership training programme developed to prepare our staff for promoted positions.

Measures / Outcomes

- 3.1 Launch of Professional Growth Cycle plan during Term 1 which articulates the professional goal (s) learning across the year. Record of this learning completed by the end of Term 4.
- 3.2 Recognition package launched with staff by end of Term 1. This provides for recognition to occur this year and a plan established for 2024 by end of Term 4.
- 3.3 Leadership training programme established by the end of Term 3 that best prepares our staff to lead in an increasingly complex environment. This will include working with the Teaching Council Leadership Framework, opportunities to connect with local universities and resource allocation to ensure this is sustainable.

4. PARTNERSHIPS

Be Te Tiriti o Waitangi focused. Create and support authentic and meaningful partnerships with students, mana whenua, whaanau, staff and the wider community.

Actions

- 4.1 Develop and maintain mutually beneficial partnerships with key education, community and commercial stakeholders and groups, e.g. Mana whenua, Wintec, University of Waikato, ITOs (Industry Training Organisations), Waikato Tainui, Kahui Ako, primary industry providers, local businesses, Waipa Council, sports and cultural organisations, volunteer organisations, charities, SPANZ, CNISPA and WSSSA.
- 4.2 Use the annual communications plan to share evidence of the school's vision and purpose with the community.
- 4.3 Strengthen relationships with our alumni (for both local and international students) emphasising the effectiveness of our purpose and vision.

Measures / outcomes

- 4.1 Progress with partnerships reported on monthly in Principal's report to the Board of trustees.
- 4.2 The school success in strategic areas is shared regularly with its community. This will be facilitated by the allocation of support staff resource to tasks during Term 1 and 2. Feedback on communications will be sought by the end of 2023.
- 4.3 The purpose and vision of the school depends on ensuring that students (local and international) have valid outcomes on graduation. CHS in conjunction with CHS Educational Trust will explore the potential for an alumni network throughout 2023 to celebrate this success and maintain connections with graduates.

5. CHS OPERATIONS

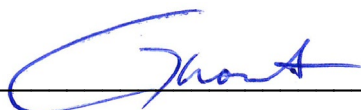
Strengthening our CHS ability to deliver our purpose and vision; including finance, infrastructure and communication.

Actions

- 5.1 Health and Safety implications of property developments.
- 5.2 Establish 'Sprints' within CHS leadership to ensure strategic goals are met.
- 5.3 Maintaining financial sustainability.
- 5.4 Human Resources preparation for school growth.
- 5.5 Developing the long-term plan for school investment in facilities and ongoing asset management.

Measures / outcomes

- 5.1 Mechanisms for ongoing feedback and improvement established during Term 1. Regular reports produced to the Board. Health and Safety meetings with staff are conducted. There will be an annual reduction in Health and Safety reported incidents as a proportion of the school population.
- 5.2 Sprint routines established and two Sprints completed per annum. Sprint 1 T1 W7 to end of T2. Sprint 2 T3 W3 to mid Term 4.
- 5.3 Effective budgeting, planning investment and shared financial stewardship across CHS in conjunction with the Finance committee of the Board.
- 5.4 Support and Teaching staff roles are reviewed at end of Term 2 and during Term 4. This allows for future proofing of our staffing and response to increased population demands.
- 5.5 The master property plan is developed and finalised with the MoE by Term 3. This will be used to guide significant projects and their timelines, including new construction and weathertightness work. Timelines will be annualised and shared with Board in Term 3, in line with budget preparation.



GREG THORNTON
Principal

Date: 6 March 2023



HELEN MARTENS
Presiding Member

Date: 6 March 2023