



CAMBRIDGE HIGH SCHOOL

# CHARTER & 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

We are respectful / He kura whakaute taatou  
We take responsibility / He kura eke taumata taatou  
We achieve / He kura whakatutuki haepapa taatou

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

- Personalised and Academic Excellence
- Sport, Culture and Well-being
- Leadership and Development
- Partnerships

### Strategic Importance

CHS remains committed to Te Tiriti o Waitangi and to ensuring its principles guide our practice. We recognise the strategic importance of Facilities and Infrastructure and the support it provides to ensure success in all of our Strategic Priorities.



## **1. PERSONALISED AND ACADEMIC EXCELLENCE**

**CHS will provide a high-quality learning environment for all students to experience personalised and academic success.**

### Actions

- 1.1 Track and support students involved in all secondary school qualifications with a special emphasis on targeted groups.
- 1.2 Focus on improving student literacy, especially at Year 9 & 10.
- 1.3 Prepare for proposed changes in NCEA.
- 1.4 Review and analyse Maaori students “drop off trends” at Year 11.
- 1.5 Continue to imbed culturally responsive practices across the school and within the classroom.
- 1.6 Further develop the role of the within-school Kahui Ako Team to drive the use of evidence-led professional development to enhance learning and programmes, especially the Form Time programme.
- 1.7 Develop a longer-term IT plan based on emerging technology requirements.

### Measures / Outcomes

- 1.1 90% of our students achieve at NCEA 1, 2, 3  
At least 90% of school leavers leave school with level 2  
Improving attainment rates of level Merit & Excellence endorsements.  
Successful academic mentoring conducted in Form Time as measured by student results.
- 1.2 Improvement evident in Literacy levels in Year 9 and 10 students.  
Utilisation of student feedback to inform teaching practice and academic results.
- 1.3 Progress against Implementation Plan for NCEA changes by 2022.
- 1.4 Analyse Maaori students’ drop off trends at Year 11 and recommend ways to address these trends.
- 1.5 Evidence from observation of school-wide practice that shows improving trends in culturally response practice across CHS.
- 1.6 The within-school Kahui Ako Team will gather and share evidence with staff and the community using research to inform the strengthening of CHS teaching practice.
- 1.7 A concise IT plan summarising the school needs and future direction will be shared with the CHS community.

### Projects

- Report annual literacy trends in Year 9 and 10 students. Implement proven methodologies to address literacy levels in this targeted group.
- Report and implement the Plan for NCEA changes 2022.
- Utilise the data and develop an action plan based on the data collected from Kahui Ako and explore ways to support this with links to the PB4L (Positive Behaviour for Learning) programme.
- Engage with our at-risk students’ priority groups in the junior school to prepare them for ongoing and meaningful engagement beyond Year 11 at CHS.
- Develop and articulate the ways that CHS encourages personalised excellence.

## **2. SPORT, CULTURE AND WELL-BEING**

**CHS will actively reinforce the school's values and build a safe, inclusive and caring environment to encourage and support students and staff to develop their key competencies, abilities and talents.**

### Actions

- 2.1 Establish a project team to articulate the CHS culture and behaviours that will be supported by PB4L and by leadership.
- 2.2 Develop and implement a Wellbeing Programme to strengthen our CHS community.
- 2.3 Develop a framework for promoting and supporting Sport and Culture at all levels in the school co-curricular activities.
- 2.4 Ensure the school is fully compliant in terms of Health & Safety regulations, encompassing staff & student wellbeing.

### Measures / Outcomes

- 2.1 Outline of the culture and behaviours expected at CHS to enable the purpose and vision to be realised for all members.
- 2.2 Well-being Programme developed / implemented and School Rules reviewed / amended.
- 2.3 Co-curricular Annual Plans in sport and culture continue to be implemented.
- 2.4 The Board will be kept aware of Health & Safety issues that emerge and measures taken to ensure CHS remains compliant.

### Projects

- Establish a Project Team to develop and deliver a Wellbeing Programme as part of the Form Class system and our staff support.
- Analyse student /staff satisfaction survey with Co-curricular and House activities and prepare associated action plans.

## **3. LEADERSHIP AND DEVELOPMENT**

**CHS culture nurtures ongoing learning and growth.**

### Actions

- 3.1 Establish processes to provide all staff with meaningful and regular reviews and coaching supported by goal setting that aims to enhance their wellbeing and career development.
- 3.2 Through professional development programmes, increase staff capacity to ensure progress on Key Strategic Priorities.



### Measures / Outcomes

- 3.1 Improvement evidenced in staff wellbeing survey statistics.
- 3.2 Effectiveness measured in improved evidence on our Key Strategic Priorities.

### Projects

- Develop and introduce a training programme to support the form teacher structure including partnering/learning from another secondary school that has a well-functioning form teacher programme.
- Design and deliver phase 2 of our Professional Development programme based on progress in our Key Strategic Priorities.
- Develop a school-wide student leadership programme.

## **4. PARTNERSHIPS**

**CHS engages with students, staff, whaanau and the wider Cambridge community to build understanding, trust and relationships.**

### Actions

- 4.1 Develop and maintain mutually beneficial partnerships with key education, community and commercial stakeholders and groups, e.g. Mana whenua, Wintec, Waikato University, ITOs (Industry Training Organisations), Waikato Tainui, Kahui Ako, primary industry providers, local businesses, Waipa Council, sports and cultural organisations, volunteer organisations, charities.
- 4.2 Implement the annual communications plan.

### Measures / outcomes

- 4.1 Progress against Annual Partnership Plan Objectives.
- 4.2 The annual communications plan is followed and effectively guides our communications.

### Projects

- Develop and report on progress against Partnership Plan, focussing on priority mutually beneficial partnerships e.g. the Waikato University's School of Education Research and Learning Centres - EPL, TEMS and ELRL.

**GREG THORNTON**  
Principal

Date: 21 January 2021

**MIKE HENSON**  
Board Chairman

Date: 21 January 2021