



TRURO
HIGH SCHOOL
Girls First

Governors' Strategic Plan

2020 Vision



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2020 Vision

OUR VISION FOR 2020, the School's 140th anniversary, is for Truro High School to become a national leader in girls' independent education.

At Truro High School we want to make the most of the advantages of independent education and our single sex environment.

As the only girls' school in Cornwall, we firmly believe that girls develop and perform better when taught separately from boys. We can give them the space and opportunity to grow in confidence, to take on leadership roles and to learn the value of risk taking, perseverance and even making mistakes in an environment free from some of the societal and social pressures which our young people face in the fast-paced and demanding world.

At Truro High School we aim to nurture and equip young women to face the challenges of the future where a global perspective is needed, digital fluency is essential, and where adaptability, creativity, resilience and critical self-reflection are key.

Our links with the Church of England, and Truro Cathedral in particular, remain important to us and we believe that they play a pivotal role in informing our ethos. At the same time, we are an inclusive school welcoming pupils of all faiths and none.



Our History

‘A visitor who approaches Truro along the Falmouth Road will notice, as he begins the long descent to the city, an impressive group of buildings on the left of his road, beautifully sited against the background of wooded heights. This is Truro High School, throughout its history a leader in West Country education and a queen among Cornwall’s schools for girls’.

So began *The Story of Truro High School* by Amy Clarke, daughter of the first headmistress Amy Key, published to celebrate the centenary of the School in 1980.

The School was founded in 1880 by the future Archbishop Edward White Benson, then Bishop of Truro, to offer education for girls within a Church of England setting. As well as establishing Truro High School, Bishop Benson also oversaw the building of Truro Cathedral before moving on to become Archbishop of Canterbury.

The School was originally opened in Lemon Street with fifteen girls on the roll, ranging from ten to seventeen years old, including Bishop Benson’s two daughters Nellie and Maggie. When numbers in the School increased to forty it moved into larger premises on Strangways Terrace, and finally moved to its present site in 1896.

Amy Key, later well known as the writer Mrs. Henry Clarke worked with Clare Arnold, the second headmistress to create the School and make it a durable and lively community where girls could receive an academic education and be entered for examinations, and where art, music, drama and sport were actively encouraged.

The stained glass window that stands proud over our main staircase has four decorative panels depicting science, poetry, sculpture and painting. These are the elements upon which our School was founded and they remain as important to us today as then.



Our Mission

Truro High School was founded in 1880 by Bishop Benson, later Archbishop of Canterbury, to offer education for girls within a Church of England setting. A Christian ethos remains central to our mission today.

To provide a personalised and happy all-round education that enables every girl to achieve her life and career aspirations.

Our Goals

During 2015 the Governors and the Senior Leadership Team of Truro High School have spent a great deal of time reviewing our current direction and developing targets which will allow us to achieve this vision.

We have five core, strategic goals to achieve our 2020 Vision:

1. To provide excellent teaching and a high quality girls' only education enabling our pupils to achieve academic success and be prepared for life after school in an increasingly complex world.
2. To maintain our reputation for outstanding pastoral care.
3. To continue to offer excellent boarding facilities and to develop these facilities to attract both UK and overseas boarders by providing a first class boarding experience.
4. To maintain and develop supportive, friendly and open relationships with all members of the School family - pupils, parents, staff, old girls and Governors - and to have a high profile in the local community and further afield.
5. To be led by a strong Governing Body and a visionary Senior Leadership Team.

Our Priorities

In order to achieve our vision the School must increase its pupil roll to ensure it maintains a healthy surplus in future years, but in doing so, it must remain a small school with all the positives this entails in terms of ethos and culture.

Our goals encompass wider aspirations and priorities as part of our overall plan and are outlined in more detail below:

1) **Education**

Truro High School will continue to offer high quality girls' only education to pupils between the ages of 4 and 16 and we will offer a vibrant Sixth Form for our pupils. At the same time we will continue to provide an all-round education, where extra-curricular activities and transferable skills are valued alongside an academic education and success in public examinations. We will focus on the advantages offered by a single sex education, while preparing our pupils for the wider world.

2) **Pastoral Care**

Truro High School is immensely proud of its 'excellent' rated pastoral care and will maintain this reputation through continued review and investment in this area. We want all pupils to feel happy and comfortable in their environment and to build positive relationships.



3) **Boarding**

The School will continue to offer boarding to ensure that pupils from further afield can benefit from our education and to ensure that the School is an international environment where pupils take on a global perspective.

4) **Truro High School Family**

The School will maintain and develop supportive, friendly and open relationships between all those within our School community. We will have a high profile in the local community and further afield, and this in turn will aid us in ensuring strong demand for places at the School.

5) **Governance and Leadership**

The Governing Body and the Senior Leadership Team are committed to the implementation of the strategic plan. They feel that this plan addresses the important question of how a successful institution responds in a disciplined way to the understanding of what constitutes the best possible education for young people.

The Governing Body will continue to regularly refresh its membership, drawing on the best of local talent. The Board will provide clear guidance and expert support to the Senior Leadership Team who will lead the School with integrity, purpose and vision.





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Strategy and Implementation Summary

It is one thing to set ourselves such goals, but it is another thing to achieve them. Our ambitious vision is underpinned by a comprehensive plan, with distinct and measurable targets.

Education

Public examination results are not everything in education, but they are important in ensuring that our girls are able to pursue their dreams.

It is therefore our aim to work towards raising the level of achievement at both GCSE and A Level, while ensuring that we do not disrupt the high quality of education provided in our School or our ethos of delivering a curriculum which is accessible to a wide range of abilities.

At the end of their High School career we want to ensure that our pupils go off to their first choice universities or to their chosen careers having benefited from high quality advice along the way. As part of this, we will focus in particular on the support we give to pupils applying for the most competitive courses at universities, both in the UK and elsewhere.

Alongside continuing to deliver an all-round education, it is our aim to become a centre of excellence in a number of key areas:

- **Science, Technology, Engineering & Mathematics (STEM)** - these subjects are a key area in the future development of the British economy and within much of this sector women are still woefully under-represented. As a girls' school, we will seize the opportunity to promote rewarding and challenging STEM careers in an environment where girls do not feel constrained by gender stereotyping. We will work towards establishing a national reputation for promoting STEM subjects and careers for girls.
- **Business Enterprise & Entrepreneurship** - an important part of the British economy are SMEs and start-ups; we live in a world where the ability to create employment for oneself is a significant asset. As part of the curriculum and extra-curricular activities, Truro High School will ensure pupils are exposed to enterprise and the skills it requires; they will have the opportunity to establish their own companies and learn from the experience. We will lead the way in innovative approaches to business enterprise in education.



“ We will continue to support talented individuals and to ensure an inclusive approach for all ”

- **Creative Arts** - Cornwall is a UK centre for the creative arts and Truro High School already possesses some real areas of strength within the arts. The School will build upon these to become county leaders in creative arts education, ensuring excellence in Art and Design, Textiles, Music, Drama and Dance. We will provide opportunities for pupils to showcase their talents and to benefit from industry expertise along the way.
- **Sport** - Truro High School will maintain its local reputation as a centre of excellence for sport. We will continue to support talented individuals and to ensure an inclusive approach for all. At the same time, we will build a national reputation as a school where the benefits of sport are valued and where girls play hard and fair.

Freedom of Thought

We encourage a questioning approach which searches for the truth through reason, research and debate based on freedom of thought and expression.

We believe that in order to enrich the student experience and to provide a full and rounded education we must provide an environment in which all pupils can discuss, critique, debate and educate in an open and positive manner.

We promote innovative thought, thinking differently and challenging the norms and encourage our pupils to embrace new ideas with energy and reflection. Our pupils have the opportunity to do this both within the curriculum and as part of extra-curricular activities and to use this innovative thought in practical as well as academic applications. The School's participation in the Greenpower Project, for example, provides a forum for our girls to develop design and engineering theories and then to prove or disprove them on a competitive platform.

Our School's environment of openness and tolerance is central to our belief in the importance of respect for the individual and each other; our nurturing ethos allows our girls to develop their freedom of thought and ability to express themselves as individuals.



Pastoral Care & Values

The School's ethos and culture are valued highly by pupils, parents and staff. Central to this is our high quality pastoral care, which has rightly gained a reputation and was rated 'excellent' in the most recent Independent Schools' Inspectorate report.

We want to ensure that all pupils have positive experiences at Truro High School and feel comfortable and safe in this environment. In fulfilling this aim we will never rest on our laurels and will continue to monitor, review and develop our systems to ensure we are always providing the best possible pastoral care.

Social Justice

We work to promote social justice and to counter prejudice and intolerance in whatever form it takes by encouraging mutual understanding and respect.

Education is the foundation of social justice and the promotion of social justice is embedded in the fabric and ethos of Truro High School at every level.

We firmly believe that every child matters and that every child can achieve. By providing an environment in which there is equality in opportunity and where intolerance and prejudice are not tolerated, we ensure that our community is inclusive as well as caring.

The inclusive nature and the community atmosphere in our School serves only to reinforce this value. Mutual understanding and respect between the girls from Prep to the Sixth Form are clearly evident to all.

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Truro High School Family

The School works hard to maintain and develop supportive, friendly and open relationships between all members of our community. Parents and pupils should expect to receive a high level of customer service. At the same time, the School will take an open and honest approach where it even seeks out pockets of dissatisfaction with the aims of correcting its mistakes and constantly working towards improving its offering.

Truro High School will also build on relationships within the local community. As part of this, we will continue to support local charities and will work towards pupils and staff alike playing a greater role within the local community.

Boarding

The School has always offered boarding and we continue to provide space for 55 boarders within our two boarding houses in the centre of our campus. We believe that the boarding offer ensures the School is accessible to those slightly further afield, especially in North Cornwall and the Isles of Scilly. It also allows the School to be a home to a number of international pupils who bring a valuable global perspective to our community.

Over the next five years we will increase our boarding capacity. At the same time, we will look to diversify our international markets, which have in recent years been rather narrowly focused on Hong Kong and Germany. The aim will be to ensure a mix of nationalities, including a good range of British boarders, within our community.



Environment

We encourage environmental awareness, recognising our responsibility for the welfare of the world God has created.

Truro High School is committed to educating our pupils about the importance of respecting the environment and promoting sustainable development, being socially aware and engaged. We believe that it is important for the school community to have an understanding of the effects of their actions upon the environment in which they live.

In order to achieve this, we need to take responsibility for our own actions and to have a sense of duty and care for the world in which we live. We will strive to reduce the waste we create and to re-use and recycle wherever possible. We will extend one of our core beliefs - respect for each other - to the environment and all living creatures.

As well as ensuring that sustainability is covered consistently in the curriculum, extra-curricular activities such as Prep Gardening Club are used to develop and encourage respect for our environment and to promote an understanding of sustainability.

Marketing & Image

During 2015 our community has made it clear that they feel Truro High School does not have a strong image and does not market itself successfully. This criticism has been accepted by the School and in response we made two key appointments. In August 2014 a Marketing Assistant joined the School to look after our social media, website and other elements of communication; and in summer 2015 a Director of Marketing was appointed to move forward our internal and external branding and to ensure the School's profile is high.

With these two key appointments and some restructuring of the administrative team, we aim to significantly raise the profile of the School and to provide clear messages of our strengths and our direction of travel.

We believe that we offer a unique product which is attractive to many parents and pupils. We will ensure that people outside of our community are aware of it and that we attract more prospective parents and pupils to visit the School.



“ We will continue to support talented individuals and to ensure an inclusive approach for all ”

Governance & Leadership

The School has refreshed its Governing Body and the resulting team is bringing a new vibrancy to governance. There has been a review of governing practices with a view to developing greater accountability and engagement with pupils, parents and staff.

The Senior Leadership Team will be expected to be visionary in their approach and will be held to account by the Governing Body. Clear targets and key performance indicators will form part of the annual appraisal system. It is expected that the team will be reflective in practice and open to criticism.

The School's middle leaders will be expected to show initiative and lead by example. The School aims to encourage middle and senior leaders to be aspirational and will support them in moving up the leadership ladder. Encouraging staff professional development, including moving to new opportunities, allows the School to regularly revitalise itself and continue to ensure our girls receive the highest quality provision.



Financial Management, School Roll, Estates

Recruitment & Retention

Truro High School needs to maintain a roll which allows it to keep the ethos of a small school but which also provides a healthy surplus for reinvestment. The School aims to increase the roll gradually over the coming years to 420 pupils. In achieving this, we must be better at retaining pupils at various stages and we must ensure that we have a clear strategy of recruitment which works hand-in-glove with our brand and marketing aims.

We will target, in particular, Year 7 and Year 12, seeking to ensure as many of our current pupils as possible continue into these years, but also aiming to recruit successfully from external markets. We will also work hard to increase recruitment into Pre-Prep.

Financial Management

The School will generate a healthy annual surplus for reinvestment in the estate and in the education of the pupils. As part of this fees will be set at a level which allows us to continue improving quality but which remains affordable. The School will also review and improve its employment of other streams of revenue, which can provide useful income for reinvestment in the quality of education.

As part of prudent financial management, the School must ensure that it continues to scrutinise every aspect of its accounts and looks to make savings where it can.

Estate Management

In recent years the School has built The Languages Centre (2008) and the Piran Performing Arts Centre (2013). There have also been major refurbishments of boarding houses (2008 & 2010) and the kitchens (2015). The School will continue to maintain the estate to a high standard and will invest in further improvements and new capital projects in the coming years.

The highest priorities for us are:

- The kerb appeal of the school - we want to ensure that the School appears inviting and professional to everyone who visits us.
- Astro pitch - we want to upgrade to a newer surface, extend the pitch to full size and install floodlights.
- Boarding House - we want to increase our boarding provision through the building of a new boarding house with substantial capacity and high quality accommodation for our pupils and to help us to generate outside sources of revenue in holiday times.
- STEM building - the School wants to signal its intent in this area with the building of a state of the art facility, which would benefit all our pupils and the local community as well.
- Sports Centre - the School wants its pupils to have access to state of the art sports centre with fitness suite, sports hall and other such facilities.





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Methodist Independent Schools Trust

In November 2015 Truro High School joined The Methodist Independent Schools Trust (MIST). We recognise the enormously valuable work that has gone on ecumenically between the Methodist Church and the Church of England in recent years, and we feel this move is a tangible sign of that expression. The churches share core values which are consonant with the vision we want to live out as a School. Because of this we express with the fullest confidence the Mission Statement and the Ethos of MIST which follow.

MIST Mission Statement

The Methodist Church is engaged in education as part of its Christian mission in the world. Its schools will seek to extend the Methodist ethos and character and contribute to diversity in education.

The schools aim:

- to be caring Christian family communities committed to the development of the full potential of each individual, having regard for their personal attributes in addition to their academic aspirations;
- to maintain high educational standards in all their academic, cultural and sporting activities, stimulating excitement in learning and requiring discipline in study whatever the ability of the child;
- to work with and in the communities they serve;
- to worship as Christians in the Methodist tradition; to uphold Christian values in practice as well as in theory and to make religious education a strong feature of the curriculum, whilst welcoming members of other faiths (and none) in a spirit of openness and tolerance;
- to encourage pupils in a critical examination of the standards and values current in society and to discover and develop a personal faith to guide them throughout their lives.

MIST Ethos

Methodist Schools are inclusive and unpretentious communities where individuals are valued, good order is respected, relationships cherished, and where excellence in its widest sense (academic, extra-curricular, lifestyle) is pursued. The schools encourage a sense of belonging, seek to improve lives and boldly expect the impossible. The educational experiences and activities bring mind and heart, intellect and passion together. In addition, Methodist Schools work in mutually beneficial partnerships with each other and the wider Methodist Church.

What a Methodist School embodies and aspires to:

1. Every pupil is honoured and challenged to high achievement
 - Each pupil is treated with respect; mutual respect and support is fostered among all staff and students
 - Each student is helped to realise their potential to high standards in formal education and informal activities
 - Creativity, self-discipline and critical enquiry are encouraged in the search for truth
 - Personal development is guided by a vision of Christian discipleship
2. The school community is welcoming and friendly, inspiring and caring; and aims for excellence
 - A passion for education in the widest sense, and to the highest standards
 - A self-critical, open and inclusive community, offering opportunities of mutual enrichment through team-work and learning from differences
 - Each child and staff member is listened to seriously and supported individually
 - Pastoral care is a hall-mark of the school's approach to pupils, staff and their families
 - A just and fair community, shaped by Christian values

3. At the heart of the school: worship and spirituality
 - Whole school worship and worship in smaller groups have a central place in the school's timetable and imagination
 - Worship recognisably in the Methodist tradition
 - Provision and respect for pupils and staff of other faith traditions
 - Religious education of the highest quality throughout the school
 - The chaplain is accessible to all and has access to all that takes place
4. The school's vision for the wider world: social justice and peace-making
 - Encourage pupils to look outwards, to the local and wider communities and to have a special concern for the poor
 - Develop awareness of personal and collective responsibility for the environment
 - Education about political involvement and social change
 - Focus on issues of reconciliation and peace
 - The challenge of overcoming prejudice and discrimination
5. The school's challenge to its staff and pupils: citizenship and service
 - Explore how a high quality education may lead to responsible citizenship in contemporary society
 - The Christian vocation of leadership as self-denying, loving service
 - Practical experience of making a positive difference by volunteering in local communities
 - The role of a personal faith in nourishing integrity and providing a secure guide in a rapidly changing world
 - The significance of mutual trust and support in families, friendship groups and in groups

MIST's Mission Statement and Ethos, combined with our Priorities, give the School a sense of purpose and vision that is mutually enriching and educationally stimulating.



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