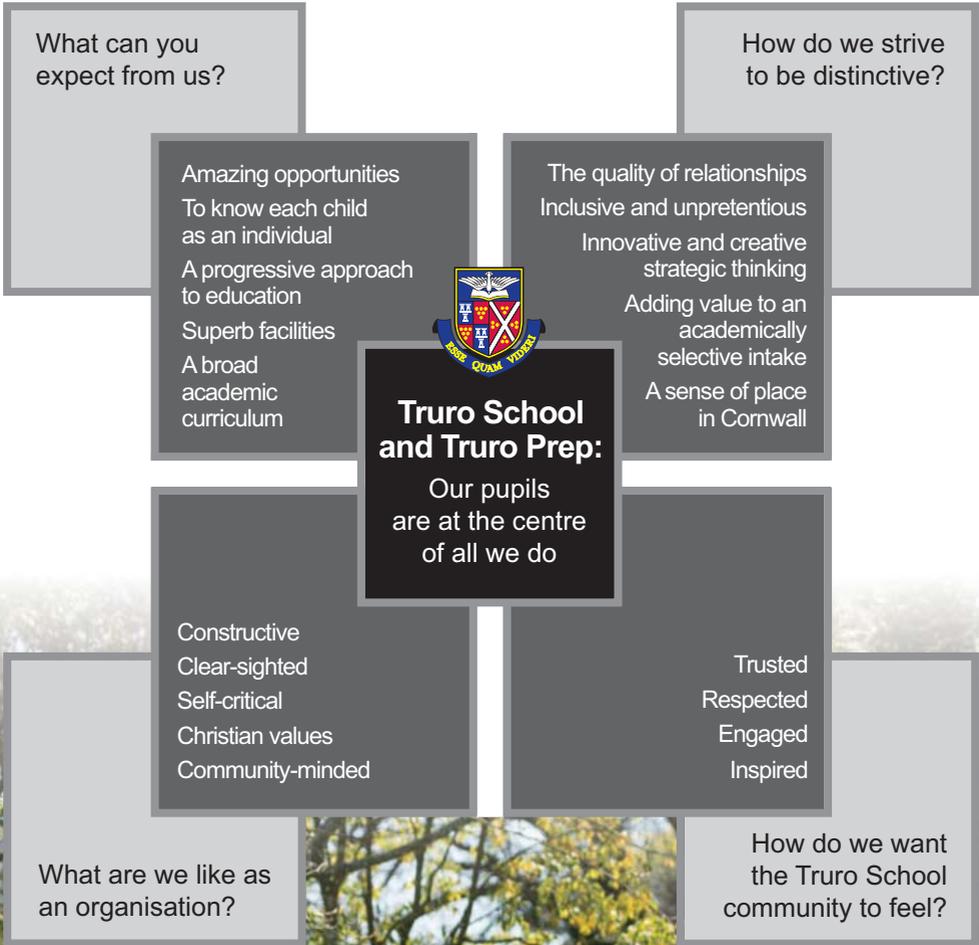




Truro School
and Truro Prep
Strategic Plan
2014-2020

Truro School: To be rather than seem to be



Foreword

In January 1880, when 35 boys sat down to lessons for the first time at Truro Wesleyan Middle Class College, the seeds were sown for the establishment of a leading school in Cornwall. Today, Truro School and Truro Prep School are thriving co-educational schools in the heart of Cornwall educating nearly 1000 pupils. Our Strategic Plan 2014-2020 outlines our vision to build on this legacy and to achieve our goal to be recognised as the leading independent day and boarding school in the South West.

This strategy outlines five core objectives that will inform our actions between now and 2020 and help us achieve this goal. Our concern is for the formation of young people, in mind, body and spirit, and so we believe that academic excellence is an important part of overall human excellence. Our duty is to help each child to find his or her talents and to provide avenues and encouragement for these to be pursued. Our hope is that the boys and girls who come to our school will leave as balanced young men and women in the habit of reflection, who have the ability to reason logically and critically, and are prepared to stand up for their beliefs.

Based on entrance exams at 11+ and 13+, we aim for a four form entry into our 1st year and expanding into a fifth form two years later. Our promise is to deliver a broad academic curriculum across both the sciences and humanities, to students who are well equipped to harness the power of technology to support their learning. We place an important emphasis on developing each pupil's imaginative and creative dimensions through music, drama and art and an appreciation of our beautiful Cornish surroundings. You will also see that we have well developed programmes of sport, physical recreation and outdoor pursuits. A Methodist School education also assumes a theological dimension through the academic study of religion and encourages a dialogue between faith and science.

The following pages set out our mission, aim, values and core objectives between now and 2020. I want us to be judged by how we look, think and act. The look of our school carries a powerful message. We need to look the part through the behaviour and manners of our pupils, the pride they take in their appearance, the fabric of our buildings and facilities, and the provision of high quality classrooms which facilitate and give status to the work of our motivated and dedicated teachers. We are not afraid to think big, setting ourselves heroic goals that are ambitious beyond our current capability. It is this strategic intent that informs our actions and the creative, innovative and progressive approach we take to education. We act in a manner that stresses a self-critical pursuit of excellence in all areas of school life, fierce ambition on behalf of our pupils, and vigorous promotion of our core values. We are a proudly Cornish school contributing to and drawing from the local community. We appreciate the needs of the local area and share our expertise and facilities in a spirit of collaboration and public benefit.

I hope that this Strategic Plan serves as a useful reference document for all people who have an interest in the ongoing success and future development of Truro School.

Andrew Gordon-Brown
Headmaster

About Truro School and Truro Prep School

George Turner, the first Headmaster of Truro School wrote in the school magazine in 1892, “in the autumn of that year, 1879, I was appointed Head Master of what then was only a school on paper – no pupils, no premise, and until just previously not even the laws of the school determined. But the sublime faith in the future justified itself, for controlling the inner machinery was a committee of shrewd, business-like Cornishmen.”

Well over one hundred years later Truro School and Truro Prep (established in 1936 at Treiske, the former home of a previous chairman of governors, Sir George Smith) have fine reputations and first-class facilities. Whilst much has changed, the Christian values upon which the school was founded in 1880 continue to underpin all that we do today. Our chapel is the metaphorical heart of the Senior School, a place where young people are encouraged towards a personally developed life philosophy, and where students educate each other about issues of social justice facing our world today. At the Prep School emphasis is given to developing pupils’ awareness, experience and leadership of services to mark the main Christian and other religious festivals of the year.

Our excellent academic results speak for themselves and are a function of the high standards of teaching coupled with outstanding pastoral care. Over both the last five and ten years our A Level results show that on average over 75% of exams were graded A*, A or B. This is a strong platform from which to build. This journey of intellectual formation begins at Willday House, our Pre-Prep, where achievement of early learning goals is all part of the fun. Truro Prep School likewise has an enviable reputation for academic achievement with subject specific teaching. However, a good education is about so much more than exam results, and we encourage our students to involve themselves in the many co-curricular opportunities on offer, so that they develop personal qualities that will distinguish them as young people who are confident, tolerant, adaptable and enthusiastic and who are ready to influence the world. Almost all Truro Prep pupils progress to the Senior School which has a proven track record as a successful springboard for students into leading UK universities.

Truro School has one of the biggest and busiest music departments in the South West, offering pupils numerous and varied opportunities to perform, whether they are studying music or not. Add to this our bespoke Heseltine Gallery and Burrell Theatre and we are a microcosm of Cornwall’s rich culture of creative and performing arts. We have a fine reputation for sporting achievements at county, regional and national level and take pride in offering a broad range of sporting opportunities for all pupils, irrespective of their abilities. Our badge as a centre of excellence for the Duke of Edinburgh’s Award is well deserved, as is our Ten Tors track record, where we regularly field teams in the 35, 45 and 55 mile categories, making use of our proximity to the South West Coastal Path, Bodmin Moor and Dartmoor through our extensive training programme. At Truro Prep the diversity of activity ensures that pupils are well challenged, both in the curriculum and the busy after-school clubs programme, making full use of the wonderful facilities.

The task of our teachers is to help our pupils become independent learners and, progressively to assume responsibility for their own education. This is only possible if it is facilitated by a genuine partnership between school and home, based on relationships of openness and trust. Our wish is for parents and pupils, current and former, to be our biggest advocates.

Our Mission

To be a beacon of inclusive excellence, providing a balanced education and producing confident, tolerant and enthusiastic young people who enjoy working with others and are ready to influence the world.

Our Aim

To be recognised as the leading independent, co-educational day and boarding school in the South West.

Our Values

Our school motto, *Esse Quam Videri*, (To be rather than seem to be) captures the essence of the values that underpin our endeavours, calling us to be people of integrity who bring constructive energy, honesty, rigour, humility and generosity to the enthusiastic pursuit of our mission. Underpinned by Christian values, Truro School aspires to be a place of trust and respect where teachers take an active interest in the intellectual, physical, moral and spiritual development of every student, and where, as a community, we are eager to put a favourable interpretation on one another's actions.

Our Core Objectives

To make our vision reality, we will be working towards five core strategic objectives

1. **For excellent teachers to inspire pupils to achieve academic success at school and go on to first choice universities, colleges or jobs**
2. **To enable young people to live their lives to the full and transform society for the better**
3. **To be known for outstanding pastoral care and trusting partnerships with parents**
4. **To help each child to find and fully develop his or her talents**
5. **To be celebrated as a socially and environmentally responsible member of the Cornish community**

Objective 1

For excellent teachers to inspire pupils to achieve academic success at school and go on to first choice universities, colleges or jobs

How will we do this?

Excellent teaching of a balanced curriculum that stretches and challenges every pupil

- Monitor departmental implementation of a revised academic curriculum to develop independent learners
- Employ differentiated approaches to teaching and learning, drawing on cognitive science to inform our teaching
- Strengthen our provision for pupils requiring learning support through tailored plans that our teachers are equipped to implement
- Implement enhanced monitoring, assessment and feedback procedures
- Restructure the Nursery to focus on preparation for school and improve retention into the Reception year
- Invest in developing the skills of our teachers

Enhanced curricular enrichment that engenders academic ambition and a love of learning

- Develop a programme for academic scholars and other able and interested pupils
- Enhance the academic support given to Prep School pupils through the Learning Mentor programme, the Thinking Skills initiative and a new Able and Interested programme
- Grow the number of departmental enrichment activities, academic clubs and societies, and expand our range of visiting speakers

A distinctive Sixth Form that is highly valued by students and parents

- Design and introduce a new programme of careers information, education and guidance for pupils from 3rd Year to Upper Sixth
- Build capacity to support applications to universities outside of the UK
- Work with former pupils, current parents and local enterprise to develop business partnerships to support work experience and careers mentoring programmes
- Recruit additional students into our Sixth Form who we feel would benefit from the breadth of a Truro School education
- Provide a modern, refurbished premises for our Sixth Form students including a careers resource centre

Because academic excellence is an important part of human excellence



Objective 2

To enable young people to live their lives to the full and transform society for the better

How will we do this?

A Christian ethos that invites a response to issues of social justice and provides opportunities for service and spiritual growth

- Review and build upon our World Action in Methodist Schools (AIMS) initiatives, providing opportunities for all pupils to make a contribution
- Build on the range of community service opportunities through the Duke of Edinburgh's Award
- Develop the Prep School pupils' awareness, experience and leadership of services to mark the main Christian and other religious festivals of the year
- Develop a chaplaincy programme of events that encourages staff and pupils to grow in spiritual awareness and understanding of Christian values expressed in the Methodist Independent Schools' Mission Statement

Ethically-minded pupils well equipped to harness the power of technology

- Improve the digital literacy of all students and provide access to appropriate ICT courses across all age ranges
- Provide an opportunity for Computer Science, including programming for all students in the school from Prep Year 3 onwards
- Adopt software solutions which allow students and staff to access learning resources using mobile devices

A new PSHEE programme that develops leadership and life skills for global citizens

- Design and roll out an enhanced PSHEE programme that provides for all students spanning their school careers
- Enhanced opportunities through the Diploma for pupils in the Prep School to develop leadership skills and community awareness
- Provide increased opportunities for lower and middle school pupils to contribute to the programme of Chapel Assemblies
- Increase opportunities for pupils to develop leadership skills through volunteering programmes

World Action In
Methodist Schools



WORLD AIMS

TRURO SCHOOL CHARITY
COMMITTEE



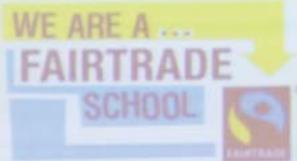
Truro School Partnerships

Bethany School, Uganda

Sella Community, Sierra Leone



in Flag/GreenFaith
SCHOOLS



Because we believe in developing
young people who serve others

Objective 3

To be known for outstanding pastoral care and trusting partnerships with parents

How will we do this?

A focus on outstanding tutoring and pupil mentoring

- Restructure our pastoral system to improve the continuity of pastoral care
- Build upon the Prefect system and establish other opportunities for pupils to engage in peer mentoring
- Use pupils in higher years to work with and give advice about choices to younger pupils
- Embed a new rewards and sanctions policy into Senior School teaching

Produce relevant, value-added, meaningful reports for each pupil in our care

- Deliver an online reporting system to parents of all year groups
- Improve the system of parents' meetings and other communication
- Enhance our pupil management information system by building a secure pastoral database

Establish closer ties between parents, pupils and the school

- Improve the system of inter personal contact between home and school and the mechanisms by which parents can give us feedback
- Develop the mechanisms whereby parents can give voluntarily to the school to enrich and support pupils
- Further enhance the flexibility offered to parents for an extended school day

Build a vibrant and diverse boarding community at our Senior School

- Open a new boarding house in the first phase of a new strategy to grow the size of our boarding community
- Nurture an ethnically diverse, culturally integrated, home-from-home boarding environment which includes close academic support, enriching activities and a focus on good etiquette and socialisation skills



Because we want to develop people who are at ease with themselves and each other

Objective 4

To help each child to find and fully develop his or her talents

How will we do this?

Increased variety of co-curricular activities

- Increase the range of co-curricular opportunities available to reflect the distinctiveness of our Cornish locale
- Restructure the shape of the school day to better support our mission of an holistic education
- Increase the number of STEM activities available to students

A greater focus on both participation and performance in sport, music and the creative and performing arts

- Encourage healthy lifestyles and increase levels of participation in sport and physical activity
- Improve and expand the support and facilities offered to athletes through:
 - The development of school clubs, teams and individuals
 - The School Performance Sport Programme
 - The High Achievers in Sport Development Programme
 - The Sports Scholarship Scheme
- Develop our partnership with Truro Cathedral to introduce a Chorister programme for girls
- Increase participation levels in music and drama
- Work with our professional theatre company in residence to write and produce our own performances

Ongoing emphasis on outdoor pursuits and life skills development

- Launch a new outdoor pursuits programme based around Minions for 1st to 3rd year pupils
- Enhance the outdoor education programme at the Prep School through internal and external providers and more structured evaluation and assessment
- Maintain our position as the leading provider of the Duke of Edinburgh's award in the South West
- Complete the building of an Outdoor Education Centre in the heart of the school
- Create a cookery room at the Prep School to broaden the curricular, club and enterprise activities
- Create opportunities to introduce a new Food, Catering and Hospitality programme



Because we value the development of pupils' imaginative and creative dimensions as well as their characters through sport and the great outdoors

Objective 5

To be celebrated as a socially and environmentally responsible member of the Cornish community

How will we do this?

Build a Truro School Endowment Fund to provide means-tested support to talented young people

- Set up a Development Office to work with stakeholders to build a fund in support of school bursaries and to raise funds and grants to support capital projects
- Offer engaging events and communication to former pupils and the Friends of Truro School, strengthening our relationship and creating opportunities for them to support our development
- Develop and implement a strategy to unlock and share the richness of our school archives

Enhanced school and community engagement and partnerships

- Join the Schools Direct scheme for PGCE students
- Increase the level of our facilities letting at charitable rates
- Set up partnerships with other local schools, businesses and community organisations to share best practice in teaching and learning and provide professional development opportunities for teachers and support staff
- Develop collaborations to enable pupils and staff to engage with people in the wider community and other countries
- Expand our contribution to local sports development optimising community use of our facilities and hosting local, regional and national events at school
- Continue to offer leadership in the delivery of music throughout the county through a partnership with the Cornwall Music Service and our participation in the Music Hub

Run our schools as social enterprises with a focus on sustainability and environmental stewardship

- Involve pupils in the development of an environmental scorecard to define, target, track and monitor our performance
- Reduce our schools' carbon footprint
- Support local businesses and those providing sustainably produced goods
- Sustainability agenda embedded across the curriculum and linked to school behaviours



Because we encourage pupils towards a personally developed life philosophy

Stewardship of our resources

Develop fulfilling roles to inspire and challenge staff

We will achieve our aim through the commitment, creativity and wholehearted support of our excellent staff, whatever their role within our organisation. We aim to attract the very best talent as we build our reputation as a great employer of people who have a personal connection with our mission. The implementation of a new performance management system will give the school leadership the information needed to ensure that each child is receiving the best possible education, and give each staff member the information and support to develop professionally. Staff objectives will be directly linked to our strategic plan and the departmental development that flows from it. We will invest generously in staff development, including the launching of an in-house programme for middle leader training.

We will restructure our support staff functions in order to build a team of loyal people, engaged in best-in-class working practices who love working at Truro School.

Operational sustainability

In order to fund our ambitious strategic plan we need to continue to generate operating surpluses that can be reinvested into the enterprise. Through careful cost control we aim to deliver annual surpluses with a target of 5% of total income.

Marketing and Communications

We will develop innovative and effective marketing and communication strategies with built-in evaluation to ensure best practice to promote our brand, to serve and engage our current parents and pupils, to generate additional enquiries from prospective families and to stay ahead of our competitors.

Improve the fabric, facilities and infrastructure of the school

It is a priority to ensure that adequate revenue budgets are allocated to 'response' and planned maintenance. A programme of refurbishment of existing facilities will be reviewed and agreed, and a dedicated maintenance team will work towards stretching service level targets.

A routine capital expenditure budget is to be provided to allow for small planned works projects including:

- Improving the speed and durability of the broadband connection
- Integrating Prep and Senior School databases
- Computer suites and Wi-Fi infrastructure
- Maintain the fabric of the boarding houses to a high level
- Improve the fabric of the school sites and the classroom infrastructure in a manner that gives status to the educational process
- Replacement of football and hockey goals and rugby posts
- Drainage of games pitch

Stewardship of our resources continued

The value of major capital projects completed over the last ten years is £8.5m. These have included:

Year	Description	Value £'000
2005	Astroturf	295
2006	Malvern refurbishment	189
2008	Graham Smith Block refurbishment	112
2009	Pre-Prep expansion	1,048
2009	Heart of the School redevelopment	1,443
2009	Sixth Form refurbishment	110
2010	Library refurbishment	226
2010	Purchase & refurbishment of organ	148
2011	Pentreve refurbishment	304
2012	Photovoltaic cells	120
2013	Sir Ben Ainslie Sports Centre	4,144
2013	Prep dining hall extension	199
2013	Senior classroom block	115
		£8,453

The future capital project agenda (in no particular order) includes:

Teaching

- New assembly hall and classroom block at the Prep school
- Optimisation of the space for classrooms in the Graham Smith, Biology and Maths blocks
- Teaching kitchen
- Careers resource centre

Creative and Performing Arts

- New music school for the Senior School, incorporating an additional art studio and design suite and making provision for an exam hall

Sport

- 3G artificial turf sports pitch at both Senior and Prep schools
- Athletics field events facility and tarmac overflow car park
- New cricket pavilion
- Outdoor cricket nets

Stewardship of our resources continued

Sport continued

- Landscaping of meadow field to provide a 400m grass athletics track
- Permanent structure to provide indoor tennis/netball courts
- New fencing salle

Boarding and common room space

- Conversion of Poltisco into a boarding house and building a new games room
- Extension of Pentreve to increase boarding capacity
- New accommodation for a Sixth Form centre and appropriate social space for all other year groups

Optimising the use of the school grounds and buildings for the benefit of the school and wider community

We will proactively seek out opportunities to optimise the return on the employment of our land, buildings and human resources. We will consolidate Truro School sports and events management under a common umbrella, working closely with school calendar planning and internal events.

We have an agreement with Truro Fencing Club to base their operations at Truro School. This allows us to leverage a unique sporting asset for the benefit of our pupils and for the symbiotic relationship between us to flourish.

We will grow the income that we generate from external hirers in a manner that supports the overall strategic plan.

Develop and enhance mutually beneficial partnerships and strategic alliances

We are open to developing partnerships and alliances with other organisations who can help us to achieve our core objectives. The relationships we develop with external hirers of our sporting facilities are designed to support the school sports strategy. Current examples include Truro City Swim Club, Cornwall Netball, and Truro Fencing Club. Similarly in the music arena, we will look to build on the work we do with the Cornwall Music Service and Truro Cathedral.

Monitoring our progress

Measuring our success

In the last year steps have been taken to restructure and build the Senior Leadership capacity at the school. The management structure and assignment of areas of responsibility are aligned with our strategic priorities, and systems and processes are in place to support our wish to be a reflective organisation, routinely evaluating our activities and making adaptations in order to become ever effective in our mission.

A staff performance management system is now in place linking individual and departmental objectives to the strategic plan, backed up by a generous and creative approach to professional development. The performance management system will continue to be refined and developed so that information is gathered that gives teachers and other staff feedback needed to develop professionally, and gives the Headmaster and Senior Leadership Team information to ensure that the strategic aims are being met. Annual departmental self-evaluation is built into the termly cycle.

We have adopted a series of measures by which we will assess our progress against our objectives, making adjustments to the plan to reflect changing circumstances. We recognise, as we aim to develop young men and women who are ready to influence the world, that many of the benefits of a good education are intangible. There are some things that simply can't be measured. As we accompany our pupils on this leg of their journey our commitment is to know them as individuals and to nurture a school culture of high expectations in all areas of school life.

Managing risk

The Governing Body is responsible for the management of the risks faced by the School and a formal review of the Charity's risk management processes is undertaken on an annual basis. It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed. Key controls used by the Charity include:

- Formal agendas for all Committee and Board activity
- Detailed Terms of Reference for all Committees
- Comprehensive strategic planning, budgeting and management accounting
- Established organisational structure and lines of reporting
- Formal written policies on all aspects of activity
- Clear authorisation and approval levels
- Vetting procedures as required by law for the protection of the vulnerable
- Established procedures for reviewing risk and their impact on the school

Governance

The Board of Governors contributed to and approved this strategic plan. They are responsible for monitoring its implementation through termly and annual reports from the Headmaster and other members of the Senior Leadership Team and through regular meetings of the Education, Finance and Buildings sub-committees and via staff liaison governors who visit the school at other times. The core objectives in this plan are underpinned by sub-strategies in different areas and a business plan to ensure the plan is properly funded and that we achieve our target financial indicators.

Methodist Independent Schools' Mission Statement

Methodism has a distinctive approach to education, embodying clear Christian values. This stems from the beliefs that have been at the heart of Methodism since its foundation by John and Charles Wesley in the eighteenth century. That is why we:

- Challenge, inspire, and support our students as individuals to grow intellectually, personally and spiritually, and achieve their best
- Encourage a questioning approach which searches for the real truth through reason, research and debate based on freedom of thought and expression
- Promote high academic standards and the development of talents through a variety of extra- curricular activities because we believe each child has God-given talents to develop
- Affirm that education is about the acquisition of wisdom and humility as well as the acquisition of academic qualifications and offer Jesus Christ as a model of what it means to grow towards our full humanity
- Provide opportunities for Christian worship in the Methodist tradition
- Work to promote social justice and to counter prejudice and intolerance in whatever form that takes by encouraging mutual respect and understanding
- Encourage an appreciation of working together and of the importance of forgiveness, reconciliation, and renewal in establishing happy communities
- Encourage environmental awareness, recognising mankind's responsibility for the welfare of the world God has created
- Encourage creativity as a way of nurturing the human spirit and improving the quality of life
- Prepare our students to be responsible citizens and leaders in a fast-changing and complex world, respecting not only the value of cultural diversity but also our common humanity
- Recognise the aspirations expressed in the 'Every Child Matters' initiative, whilst interpreting them from a Christian perspective
- Are committed to working to the benefit of the local community in which the school is situated, whilst also generating an understanding of the concept of service to all communities, national and international
- Encourage our students to refuse to accept that things have to be the way they are and to believe in larger possibilities for good because education should be an instrument for reforming and reshaping society for the better
- Recognise that education is a life-long process and that the more we are given, the more is expected from us

John Wesley told the first Methodist teachers to always remember that *'an ounce of love was worth a pound of knowledge'* and his challenge to teacher and pupil alike was this: ***'Do all the good you can, By all the means you can, In all the ways you can, In all the places you can, At all the times you can, To all the people you can, As long as ever you can.'***

That still remains our challenge today and why we see our schools aspiring to be beacons of inclusive excellence developing confident, tolerant, and enthusiastic young people who enjoy working with others and are ready to influence the world.