

2025–2030

The Future



The Cathedral
Grammar School

Acknowledgement of Whenua & Whakapapa

At The Cathedral Grammar School, we acknowledge Ngāi Tūāhuriri (hapu of Ngāi Tahu) as mana whenua, whose connection to this land reaches back through generations. We honour their deep knowledge, guardianship, and the living relationship they maintain with the whenua, the awa Ōtākaro, and the wider environment of Ōtautahi.

We are committed to upholding the values of Te Tiriti o Waitangi and fostering a learning environment where te ao Māori is respected and woven into the fabric of our school's identity and future vision.

To guide us in this, we reflect on the following whakataukī. This whakataukī reminds us that the decisions we make today as educators, leaders, and caretakers must sustain, honour, and uplift those who will follow. Our strategic direction is rooted in care for people, place, and purpose. We seek to walk alongside Māori as partners in learning and in shaping a shared future.

"Ko te whenua te waiu mō ngā uri whakatipu."

The land is the nourishment for the generations to come.

Foreword from Board Chair and Principal

Strategic Plan: The Cathedral Grammar School 2025–2030

It is with great pride that we share with you The Cathedral Grammar School Strategic Plan 2025–2030. A collective vision that has emerged through deep reflection, broad consultation, and a shared commitment to excellence.

At the heart of this strategy is an unwavering belief: that every child, every day, should be known, nurtured, and grown. Our Anglican tradition calls us to serve with humility and purpose, to act with integrity, and to lead with compassion. These values are not simply spoken, they are lived each day in our classrooms, on our playgrounds, in chapel, and across our wider community.

We are grateful to the many students, staff, parents, and members of the Board who have contributed generously to this process. Their voices have helped shape five strategic themes that will guide our work: Learning, Progress and Achievement, Character and Culture, People and Purpose, Community Engagement, and Sustainable Futures. Each theme reflects not only who we are today, but who we aspire to become.

This plan is both bold and grounded. It outlines our ambition to lead in future-focused learning, while honouring the heritage and core values that have shaped us as a school community. We recognise that education must evolve to meet the needs of a changing world. Our students must be prepared not only with knowledge, but with the skills, confidence, and character to thrive, lead, and contribute meaningfully. We remain committed to preserving our traditions while delivering an innovative, future-focused education that equips every student to lead with purpose and integrity.

Importantly, this plan is not fixed. It is designed to be responsive, reviewed regularly, and adapted with care as we listen, learn, and grow together.

We look forward to working in partnership with you as we bring this vision to life with faith and unity of purpose.

Andrew Shaw – **Board Chair**
Scott Thelning – **Principal**





Our Guiding Statements

Our School

We prepare children for life in an environment of nurturing, knowing and growing. This means The Cathedral Grammar School is a safe place for students to experiment and express themselves as they discover the joy of knowledge and what the learning journey can truly mean. Students here know they'll be supported as they find their own path because they are encouraged to seek and try different ways and approaches. We tell them it's okay to try, and fail, as long as you try again, because every day is another chance to learn. And with values at our core, hearts and minds come first, and we always respect others' views. We are proud to be guided by our Anglican values and ethos of Faith Hope and Love, that have formed the foundations of our school since 1881.

Our Vision

Led by our Anglican Character, we will nurture, know and grow every child every day in a holistic and future focussed manner which supports, develops and grows their heart as well as their head.

Our Philosophy

Balancing traditional values with an energy to move forwards, our school is a place of ambition alongside preparation. We are committed to providing a balance of tradition and rigour while being curious and adventurous every day. Supported and encouraged by a culture of nurturing, knowing and growing, our students advance on their educational journeys with a solid foundation of academic success and a well-rounded character.

Our Motto

Semper Fedelis "Always Faithful"

Our Mission

Every child, Every day.

Our Pillars

The Christian virtues of Faith, Hope and Love together with our four pillars, govern and inspire all that we do at The Cathedral Grammar School. As a community of students, parents and staff, we are committed to fostering the development of the whole child through our pillars each and every day. Our curriculum reflects, instills and manifests these pillars in all aspects of learning.

Our four pillars are:

- Everyone matters
- Fearlessly aim high
- Think, try, reflect
- Do the right thing

Anglican Foundation

Our Strategic Plan is rooted in our Anglican foundation. As a school of the Anglican tradition, we draw inspiration from two deeply held spiritual frameworks:

- The theological virtues of Faith, Hope, and Love, which underpin our daily interactions, service, and community life.
- The Five Marks of Mission, the Anglican Communion's global framework for living out the Gospel. These guide us in proclaiming the good news, nurturing discipleship, responding to human need, working for justice and peace, and caring for creation.

Our Anglican foundation shapes not just what we do, but how we do it, fostering a school culture grounded in compassion, purpose, and active contribution to the world.

Our Anglican Identity Through The Five Marks of Mission

Our strategy is intentionally shaped by our Anglican identity and the global Five Marks of Mission. These foundational values are not separate from our strategic vision, they are woven into every initiative we undertake across Learning, Culture, People, Community and Sustainability. In doing so, we remain true to our faith while preparing our students for a changing world.

1. To TELL the Good News of the Kingdom

We proclaim the Gospel through our chapel life, collective worship, and the daily modelling of Christian values. Faith is made visible in how we treat one another with compassion, respect, and kindness as we help students understand what it means to live out the Good News in everyday life.

2. To TEACH, baptise and nurture new believers

We nurture faith in students and staff through meaningful Religious Education, reflective practice, and a values based approach to teaching. Anglican virtues and Christian stories and truths are embedded throughout the curriculum, encouraging spiritual growth and moral development.

3. To TEND to human need by loving service

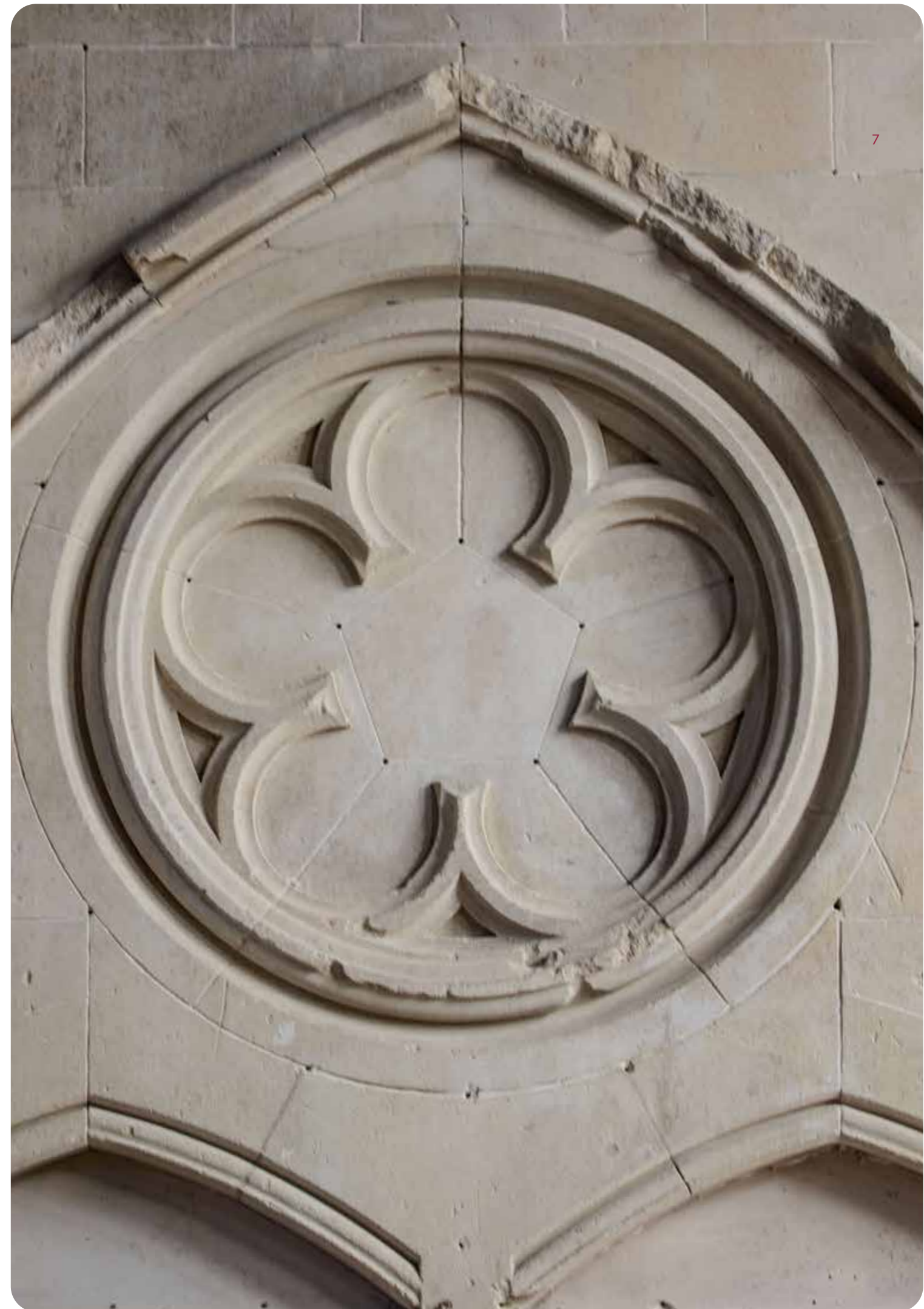
Service is central to our culture. Students and staff are encouraged to lead with empathy and contribute to both local and global causes. Through partnerships, fundraising, and everyday kindness, we develop a strong ethic of service and compassion.

4. To TRANSFORM unjust structures of society, to challenge violence of every kind and pursue peace and reconciliation

We promote justice, inclusion, and student voice. Our leadership programmes and pastoral systems are designed to grow courageous, ethical citizens who are equipped to contribute to a more peaceful and fair society.

5. To TREASURE the integrity of creation, and sustain and renew the life of the earth

We instil environmental responsibility through whole-school sustainability practices and learning programmes. Students are encouraged to be active stewards of the earth, caring for creation both in word and action.



Growing Our Heritage and Rich History Through Innovation

One of the most defining threads in The Cathedral Grammar School story is the way we have honoured the legacy of our founders while embracing innovation with confidence and purpose.

For more than 144 years, The Cathedral Grammar School has stood at the intersection of tradition and transformation. Established to serve the choristers of ChristChurch Cathedral, our school was founded on a vision of excellence in music, scholarship, and Christian formation. From those origins, we have grown into a school that continues to blend timeless Anglican values with bold educational leadership.

Our Anglican foundation remains the cornerstone of who we are. Anchored in faith, guided by hope, and sustained through love, our community is shaped by the spiritual ethos that has nurtured generations of learners. The legacy of choral excellence continues in the lives of our choristers, whose daily contributions to worship connect us to our sacred heritage while inspiring personal and musical discipline.

Throughout our history, we have embraced the challenges of each generation whether investing in innovative teaching practices, or responding to a changing world with agility and purpose. We believe that tradition and innovation are not opposites, but partners working in harmony to ensure our students are both grounded and future-ready.

At the heart of our strategy is a deeply held philosophy of exceptional education. This philosophy is expressed through five principles that shape every decision, every relationship, and every aspiration at The Cathedral Grammar School:

- **Our Purpose** – Preparing children for life through nurturing, knowing, and growing
- **Our Spirit** – Embodying faith, service, and joy
- **Our Focus** – Delivering excellence in academics, character, and culture
- **Our Character** – Building resilience, empathy, and integrity
- **Our Beliefs** – Guided by Anglican values and a commitment to the whole child

As we look to the future, we do so with gratitude for our past, pride in our present, and a confident hope in what lies ahead.



THE **PHILOSOPHY** THAT UNDERPINS THE SCHOOL'S UNDERSTANDING OF EXCEPTIONAL EDUCATION IS MANIFEST IN OUR **PURPOSE, SPIRIT, FOCUS, CHARACTER AND BELIEFS.**

OUR **FOCUS**

Learning to flourish academically, spiritually, socially, and emotionally so that each student can discover their purpose and lead with confidence and compassion.

OUR **PURPOSE**

To remain at the forefront of educational innovation while strengthening the values, character, and culture that define us. Rooted in our Anglican foundation, we nurture, know, and grow every child, every day through a holistic, inclusive, and future-focused education — one that develops both the heart and the head. We prepare students to confidently navigate a rapidly changing world with integrity, curiosity, and compassion.

OUR **CHARACTER**

Our character reflects the aspirations we hold for every learner, shaped by our Anglican values and expressed through our Graduate Profile dispositions. These qualities guide how we think, act, and contribute within and beyond our school community:

Commitment – Herenga, Creativity – Wihanga-Tanga, Courage – Māia, Curiosity – Pākiki, Empathy – Aroha, Excellence – Hiranga, Generosity – Ohaoha, Honesty – Pono, Integrity – Tapatahi, Resilience – Manawanawa, Respect – Whakaute and Unity – Kotahitanga.

OUR **SPIRIT**

- Our spirit is grounded in faith, inspired by hope, and expressed through love. These Anglican virtues guide the way we live, learn, and grow together.
- They are visible in our relationships, our service to others, and our unwavering belief in the potential of every child.
- Faith calls us to trust in purpose, pursue wisdom, and nurture spirituality.
- Hope gives us the courage to dream boldly and strive for a better world.
- Love teaches us compassion, inclusion, and the importance of community.
- Together, these virtues shape a learning environment where every person is known, valued, and empowered to make a positive difference.

OUR **BELIEFS**

- That a rigorous, future-focused academic programme should spark wonder, foster curiosity, and equip students with the skills and mindset to thrive in an evolving world.
- That meaningful partnerships between our parents, staff, Cathedral, and wider community create a nurturing environment where students are nurtured, known, and grown.
- That wellbeing and character development are inseparable from academic achievement, and positive education enables each individual to flourish.
- That our exceptional staff embody our Anglican values and bring depth, care, and innovation to every aspect of school life.
- In the power of creativity, courageous thinking, and learning through real-world experiences.
- In nurturing spirituality and embedding our Anglican faith tradition into daily school life in ways that are meaningful and inclusive.
- In the responsibility to serve others, act justly, and build social and environmental consciousness in our students.

Our Graduate Profile

Commitment – Herenga

When we display commitment we are focusing our energy and efforts on a particular task with perseverance.

Creativity – Wihanga-Tanga

When we display creativity we experiment and produce new ideas. We are willing to think 'outside the box' and to take risks.

Courage – Māia

When we display courage we are standing up for what we believe in.

Curiosity – Pākiki

When we show curiosity we are inquisitive about things. We express a desire to learn, understand and make sense of the world.

Empathy – Aroha

When we display empathy we are aware of the feelings and emotions of others.

Excellence – Hiranga

When we display excellence we are giving our best to any task we do or any relationships we have.

Generosity – Ohaoha

When we display generosity, we are giving and sharing without the intention of receiving recognition or reward in return.

Honesty – Pono

When we display honesty we are being sincere, open, trustworthy, and truthful.

Integrity – Tapatahi

When we display integrity we consistently choose to behave in a manner that shows strong moral and ethical principles. We do the right thing because it is the right thing to do.

Resilience – Manawanawa

When we are resilient we have the capacity to recover from difficulties and adapt well to life-changing situations, stressful conditions and personal setbacks. Developing resilience is crucial if we are to be equipped for a world where failure is accepted as a part of growth and learning.

Respect – Whakaute

When we display respect we are honouring people and caring about their rights. Treating people with respect gives them the dignity they deserve. Being respectful is reflected in the courtesy with which we treat one another, and in the way we speak.

Unity – Kotahitanga

When we display unity we willingly interact with a variety of people, treating others fairly and equally.





The Cathedral Grammar Future 2025 – 2030

Strategic plans of the past often aimed to be comprehensive documents outlining every operational detail. While that has its place, the true value of a modern strategic plan lies not in documenting what we already do well, but in identifying the bold and meaningful goals that will shape our next chapter.

This strategy is not simply a list of initiatives, it is a blueprint for The Cathedral Grammar School's future. It reflects the collective voice of our community, the strength of our Anglican identity, and our shared ambition to prepare students not only for high school, but for life.

Our five strategic themes, Learning, Progress and Achievement, Character and Culture, People and Purpose, Sustainable Futures, and Community Engagement are not standalone, they are deeply interconnected. The success of one strengthens the others, and together, they form the foundation for long-term excellence.

The key strategic priorities outlined across our four high impact goals are designed to challenge and inspire. Some will elevate what we already do by amplifying their impact tenfold. Others will move us into new territory embracing innovation, strengthening cohesion across the school, and forging deeper connections with our wider community.

This plan is forward-looking and intentionally dynamic. It will guide decisions over the next five years, while also being flexible enough to adapt to emerging opportunities and shifts in context. We are committed to regularly reviewing our progress, remaining accountable, and continuing to listen and evolve.

Above all, this strategy reflects our unwavering belief in the value of a Cathedral Grammar education, one grounded in faith, rich in tradition, and focused on the future. We look forward to working together Board, staff, students, parents, and alumni to bring this vision to life.



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Our Five Strategic Themes

1. Learning, Progress and Achievement

We are committed to nurturing academic excellence, ensuring every student meets or exceeds their personal potential. This theme champions innovative and future-focused teaching methods, supports personalised learning pathways, and promotes digital literacy as a core competency. By continuously raising the standard of learning, we empower students to thrive intellectually, creatively, and confidently in an ever-changing world.

2. Character and Culture

Our Anglican values of integrity, empathy, and resilience are at the heart of who we are. This theme strengthens the development of the whole child by fostering a positive and inclusive school culture. Through student leadership programmes, wellbeing initiatives, and a values-driven approach, we cultivate strong character, respectful relationships, and a deep sense of belonging within our community.

3. People and Purpose

Our people are our greatest asset. This theme ensures that all staff—teaching and non-teaching—are inspired, supported, and aligned with the school's mission and

values. It highlights the importance of professional development, collaborative leadership, and a shared sense of purpose. Together, we grow a culture of excellence, where every individual contributes meaningfully to the life of the school.

4. Community Engagement

We believe in the strength of community. This theme is focused on deepening connections with parents, alumni, and wider networks. By enhancing communication, building partnerships, and fostering meaningful involvement in school life, we create a sense of shared pride and purpose. Community-led fundraising initiatives also play a pivotal role, securing collective investment in the school's future.

5. Sustainable Future

With a clear eye on the horizon, this theme ensures that Cathedral Grammar is equipped for long-term success. It encompasses financial sustainability, environmental responsibility, and the strategic management of growth. From infrastructure planning and roll growth to preparing students for global challenges, we are committed to stewarding resources wisely and shaping a resilient, future-ready school.

Strategic Priorities 2025–2030

High-Impact Goals

These goals represent our most significant strategic ambitions for the next five years. While aligned to our five Strategic Themes, these priorities are designed to generate momentum, focus our efforts, and inspire progress across the entire school community. They reflect the shared aspirations of our students, staff, families, and Board. Together, they define the next chapter of The Cathedral Grammar School's strategic journey, one rooted in tradition, guided by vision, and inspired by the future.





Empower Future-Ready Learners

Strategic Intent:

Equip students with the knowledge, skills, and mindset required to thrive in a rapidly evolving world by embedding future-focused learning across all year levels.

Strategic Themes:

- Learning, Progress and Achievement
- Sustainable Futures
- People and Purpose

Key Strategic Priorities:

- Implement the refreshed New Zealand Curriculum (Te Mātaiaho) with a phased, responsive approach that supports staff, strengthens local curriculum design, and ensures alignment with our values and future-focused learning goals.
- Integrate future-focused digital learning across the curriculum to build fluency, creativity and confidence from the early years through to Year 8.
- Extend opportunities for students to develop financial literacy and entrepreneurial thinking, preparing them for a dynamic global economy.
- Enhance existing curriculum review practices to embed a consistent cycle of reflection and renewal focused on relevance, innovation, and student voice.
- Strengthen real-world learning connections by deepening partnerships with local businesses, alumni and industry leaders.
- Enhance student wellbeing monitoring and support through age-appropriate tools and proactive pastoral systems.
- Advance data-informed practice to support responsive, personalised learning across the school.
- Align assessment insights with curriculum and teaching practice to enrich learning and support each child's growth.
- Enhance consistency in assessment for learning by reviewing and aligning tracking tools across all learning areas.
- Increase student involvement in goal setting and progress tracking, particularly in literacy and numeracy.

Build a Sustainable Future

Strategic Intent:

Deliver the facilities, environmental initiatives and strategic roll planning that support long-term excellence and sustainability.

Strategic Themes:

- Sustainable Futures
- Learning, Progress and Achievement
- Community Engagement

Key Strategic Priorities:

- Undertake future-focused campus planning, including a properties/facilities feasibility study to assess infrastructure needs and support long-term learning environments.
- Embed environmental responsibility across the school by deepening our Enviroschools integration, pursuing further accreditation and promoting sustainability practices in daily operations.
- Implement school-wide sustainability initiatives, including improved recycling systems, waste reduction measures and eco-conscious behaviours that reflect our values.
- Enhance digital infrastructure to ensure that classroom technology supports modern teaching and learning approaches.
- Develop a multi-year roll growth and retention strategy, particularly focused on Intermediate years and transition from Pre-School.
- Strengthen post-intermediate pathways through partnerships with our Anglican High School network, ensuring continuity and confidence for families.
- Explore long-term strategic initiatives, including High School pathways, nursery feasibility, and future land use planning to support generational growth.
- Launch a philanthropy and fundraising framework, including appointment of a Development/Events Manager.
- Build non-fee-based revenue streams, such as partnerships, grants, or an alumni fundraising programme.



Strengthen Student Character and Leadership

Strategic Intent:

Develop confident, compassionate, and resilient students grounded in Anglican values, who lead with integrity and serve their communities.

Strategic Themes:

- Character and Culture
- People and Purpose
- Community Engagement

Key Strategic Priorities:

- Enrich spiritual formation and Religious Education by deepening student leadership in chapel.
- Embracing diverse cultural perspectives by introducing students to an awareness of other world views.
- Develop leadership pathways that grow from our Junior School through to Year 8, fostering mentorship, responsibility and service-led leadership opportunities.

- Embed Graduate Profile and Pillars education through a school-wide framework.
- Establish meaningful service learning opportunities and partnerships with local charities and community organisations, encouraging students to make a positive difference in the world around them.



Invest in People, Culture, and Community

Strategic Intent:

Foster a professional and inclusive culture where students and staff are supported to grow, parents are meaningfully engaged, and community relationships flourish.

Strategic Themes:

- People and Purpose
- Community Engagement
- Character and Culture

Key Strategic Priorities:

- Invest in professional learning focused on emerging areas of educational practice, including AI integration, neurodiversity, the science of learning and cultural capability.
- Strengthen leadership across key focus to drive wellbeing, service and student leadership, fostering connection and cohesion throughout the school.
- Reinvigorate community connection to foster belonging and shared purpose.

- Deepen parent engagement by offering purposeful opportunities for involvement and celebration of learning events and key school traditions.
- Grow alumni connections by launching an engagement programme that includes speaker events, mentoring opportunities and legacy storytelling.
- Strengthen pastoral care systems, with particular focus on consistency across the school and support during key transition points, ensuring every child is known, nurtured, and grown.
- Celebrate and embrace cultural diversity through inclusive practices, integration of Te Reo Māori, and recognition of significant cultural events, creating a community where every learner feels seen and valued.



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