

CHANGE

THE *Stowe*  
GROUP

**Vision &  
Strategy**

MAKERS

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# OUR VISION: WE ARE CHANGE MAKERS

**Thank you for engaging with the Change Makers Vision.**

This is an important moment for Stowe as we look ahead to the next 100 years and it is with great enthusiasm that we present our vision for The Stowe Group.

**Change Makers make a lasting and positive impact on their schools and society.** Stowe's history of progressive and enlightened thinking has inspired our strategic planning which has been developed in extensive collaboration with pupils, teachers, support staff, parents, alumni and governors.



**These pages announce our ambition over the coming years to create Change Makers: future-proofing our pupils so that they are agile, ambitious and ready to face the challenges presented by a volatile, unstable, complex and ambiguous world.** Our pupils will continue to excel in exams and will compete for places at the most competitive universities, but they will also be furnished with a tool kit which prepares them not just for a life of tests, but the tests of life.

**Stowe has been sustained by the strength of our proposition: we firmly believe that everyone has the potential for excellence – the jewel within – waiting to be unearthed, burnished and then dazzling the world.** Stowe is set in the most sublime surroundings and is the most perfectly preserved example of the 'jardin anglais'. The place is infused with the spirit of the Enlightenment which balances rights and responsibilities, equality and inclusion, so that we treat each and every pupil as individuals.

## We are committed to academic excellence in teaching and learning and pupils routinely exceed initial expectations.

Intellectual enquiry, academic curiosity and love of learning lie at the heart of education in The Stowe Group. The curriculum has been carefully designed to promote critical thinking, independent learning, creativity, innovation, breadth and depth. We stretch and challenge Change Makers to prepare them for entry to the best universities in the world and equip them to flourish and thrive as adults.

**The Stowe Award encourages everyone to participate in sport, art, drama, music and take advantage of the many transformational co-curricular opportunities: pupils become the best version of themselves.** There is a strong tradition of social responsibility and service. Pupils develop a lasting sense of moral and spiritual responsibility within a caring pastoral environment: Change Makers consider the rights and needs of others and strive to make the world a better place.

A range of factors has fuelled our success – a commitment to local, national and international partnerships; **a culture of continuous improvement** using marginal gain theory to measure incremental progress; a belief that **intelligence is not fixed** – everyone is born curious and we learn through trial and error; **learning is learnable** and we can succeed and flourish if we develop the appropriate competencies and skills; We create a **culture of coaching and mentoring** – the guide by the side, not the sage on stage.

Everyone understands that it is what we are able to do for ourselves which determines our levels of success: we abhor a culture of learned dependency while ensuring that pupils and staff have the support they need to thrive. To help everyone develop their self-awareness and emotional health, we are enhancing counselling services and devising a signature Wellness Programme based at the Queen's Temple.

**Stowe's talented and committed workforce is one of our greatest strengths:** teachers inspire their pupils to love learning by providing expert subject knowledge and guidance in a safe, nurturing environment which prioritises pastoral development and well-being. The Stowe Group recruits, retains and develops outstanding teachers and support staff who work to deliver the Change Maker ethos: **we change ourselves, then change others and together we can change the world.**





**Character can be taught, sought and caught when schools prioritise virtues such as grit, resilience, conscientiousness, empathy, gratitude, humility and respect.**





# THE JOURNEY

**Since Stowe's foundation in 1923, the School has educated leaders, innovators and entrepreneurs – inspiring individuals to make a positive impact on their world.**

The vision of our founding Headmaster, JF Roxburgh, of a modern, humane and liberal independent school is even more relevant in today's complex, challenging and changing society. For nearly 100 years, Stowe has provided a rich and diverse educational experience rooted in the belief that each pupil has unique qualities and talents waiting to be discovered. Stowe celebrates the excitement of learning and embraces intellectual discovery, art and science, sport and outdoor education, service and leadership. Old Stoics have re-imagined the way we do business (Richard Branson), saved millions of lives through medical innovation (Marc Koska), stood up against tyranny at considerable personal risk (Nicholas Winton), inspired philanthropy on a global scale (Leonard Cheshire) and created the image of the quintessential Englishman (David Niven).

## Stowe has formed transformational partnerships with a growing network of organisations.

A generation of younger Old Stoics continues this tradition of disrupting the status quo and challenging conventional orthodoxies: Milla Miranova is a Clinical Research Fellow at Imperial College and an Associate of the Royal College of Physicians, helping the World Health Organisation to improve hospital governance; Liberty King works for the Education Endowment Fund to improve attainment outcomes for children and young people in UK schools; Captain George Eatwell, 40 Commando, the Royal Marines, is protecting and helping people in regions of conflict and poverty; Phoebe English is one of the brightest lights in sustainable fashion design and manufacture and her collections have been nominated and won numerous awards.

Stowe has formed transformational partnerships with a growing network of organisations. These partnerships are based on collaboration, trust, respect, shared values and mutual goals: in 1989, the School gifted more than 500 acres of landscaped gardens to the National Trust, including c.40 temples and historically significant monuments. This partnership has brought about the restoration of one of the largest and most important English landscape gardens: Stowe is a palimpsest of work by Charles Bridgeman, John Vanbrugh, William Kent, James Gibbs and Lancelot 'Capability' Brown. While the School retains the under-leases and has full access to the whole estate, the partnership with The National Trust enables us to welcome more than 225,000 members of the public each year.

In 1997, the School formed a new partnership with Stowe House Preservation Trust which took on a 99-year lease of the Mansion and has preserved and restored the fabric of the building to a magnificent standard. More than 10,000 visitors a year come to enjoy the most finely realised neo-classical building still in private ownership. The rooms on the 'piano nobile', the State Dining Room, State Drawing Room, Marble Hall, Music Room, Library and North Hall, have been restored to the grandeur and majesty which left Queen Victoria quite overwhelmed when she visited in 1845.



Since 2013 we have supported and worked with the University Technology College (UTC) at Silverstone. We fully endorse the UTC's mission to educate high-performing, vocationally skilled, work-ready young people, seeking career paths in High Performance Engineering and Technical Events Management. UTC pupils come to Stowe to be taught Maths, Chemistry and Languages, while Stoics taking BTEC Engineering complete the practical elements of their course at Silverstone. There is also high-level engagement and partnership between the boards and executive leadership of both schools.

In 2021, Stowe merged with Winchester House School and Swanbourne House School to become one organisation, with the prep schools as wholly-owned subsidiaries of Stowe School. Stowe governors and staff are working in good faith to fulfil the vision of all three organisations and will exceed and excel through partnership.



**Winchester House School has a long tradition of delivering a holistic education and is constantly reflecting on how to evolve to provide an education relevant to young people facing the challenges of contemporary society.**

**Winchester House School** was founded in 1875 and moved to its present 18-acre site in the centre of Brackley in 1922. The heart of the School is situated in Manor House, an attractive building dating from the early 1800s. The School is a fully co-educational nursery, pre-prep and preparatory school, offering an outstanding education to children aged 3-13 with day, occasional and weekly boarding. Facilities are excellent and include a new Astro-turf which can be used as a full-size hockey pitch, nine tennis courts or two seven-a-side hockey pitches. The aim of Winchester House School is to develop life-long learners with a spirit of resourcefulness and self-reliance within a warm and purposeful community. The School creates opportunities for children to develop their self-esteem to ensure that they are resilient and able to tackle and overcome any obstacles they face.



**Swanbourne House School is a co-educational day and full boarding prep school which offers wrap-around care for 250 children aged 4-13 years, 11 miles from Milton Keynes and 9 miles from Aylesbury.**



Founded in 1920 in 55 acres of parkland and woodland, the house was built in the 1860s for Sir Thomas Fremantle, later the 1st Lord Cottesloe. The School's buildings have been developed to provide outstanding facilities: Swanbourne House School boasts a 20m indoor swimming pool, an athletics track, grass and artificial cricket nets, ten tennis courts, a cricket pavilion, dance studio, six-hole golf course, an indoor sports hall for badminton, basketball and cricket. Swanbourne House School's ethos is "unlocking individual greatness" and the School was rated excellent in all areas by ISI when it was inspected in December 2018. In 2019, Swanbourne replaced Common Entrance with the Pre-Senior Baccalaureate (PSB), an assessment model that seeks fairly and accurately to quantify a pupil's all-round achievements in Year 7 and 8. A final summative Baccalaureate Certificate accompanies the transfer to senior schools and offers a 360° assessment of a pupil's progress, knowledge, skills and attitudes.



# **OUR PURPOSE**

**Our purpose is to  
create a community  
of Change Makers  
ready to transform  
the world.**

We are opportunity-led and believe that schools must equip pupils to thrive in a fast-moving, ever changing world. We prepare Change Makers for jobs that don't yet exist, using technology which hasn't yet been invented, to solve problems which we haven't yet thought about. We can't compete on labour costs or raw materials, but we can set the pace in intellectual capital, creativity and entrepreneurial flair. Yes, we teach pupils numeracy and literacy and how to succeed in exams, but we also teach them how to collaborate, to solve problems, to think critically and to reflect. We equip them with the skills, resilience and ideas they need to adapt and flourish.

It is what pupils do with the knowledge they acquire which will turn them into Change Makers. Emotional intelligence, team work and thought-leadership enable pupils to take advantage of new technologies, limitless access to information and advances in engineering, robotics and artificial intelligence. With empathy, versatility, originality and creativity, The Stowe Group's inclusive community is transforming how young people are prepared to enter the world beyond the school gates. We have created a fully integrated programme of interventions: putting Change Makers at the centre of everything we do and providing transformational opportunities in and outside the classroom.

We offer co-curricular breadth and depth with a sports programme which encourages full participation while developing the talents of our elite athletes (which include Olympic medallists such as James Rudkin for rowing and Marilyn Okoro for track and field). Music, art, drama and creative writing encourage Change Makers to express themselves in diverse ways, transcending political, social and cultural boundaries while bringing a greater understanding of human experience.

We catalyse change by providing generous Change 100 bursaries, inspirational teaching and coaching, infrastructural investment, treating our work force as valued colleagues and prioritising social and environmental impact. By promoting equality and inclusion we move forward to realise our dream, every pupil in The Stowe Group should go into the world to make positive change, create new opportunities and build a better future for all.





# OUR PUPILS

**Change Makers should be able to think analytically, use their initiative and innovate, be active learners and strive to interpret and solve problems. They should use creativity and think originally, they should develop their technological, design, programming and leadership skills. Change Makers have emotional intelligence, they collaborate and work well in a team.**





There are no barriers to participation in any aspect of School life and Change Makers have the opportunity to voice their opinions on whole School issues through various councils and give feedback without fear of repercussions. The Stowe Group is an inclusive community in which the rights of all our pupils are respected. Through teaching, coaching and counselling, we will do our utmost to support pupils to be their best, do their best and feel their best.

The Stoic Charter is updated each year by the pupils to reflect the pluralism, promise and potential of the School community. The document represents their wish to be considered as equal members of a community in which their rights are upheld. Pupils expect to receive outstanding levels of pastoral, academic and coaching support and the right to enjoy a well-balanced life at our schools. In return, our pupils pledge to aspire to academic excellence, abide by School rules, respect the rights of everyone who works for The Stowe Group and contribute constructively to School life by becoming Change Makers.



**We are committed to the development of character with particular emphasis on tolerance, resilience, honesty, humility, courage, compassion, gratitude and service.**

While many pupils compete at the highest level in sport, our aim is to provide a wealth of co-curricular activities which pupils of all abilities can access and enjoy. We will continue to provide wide-ranging experiences that challenge and appeal to all Change Makers, allowing them to find their own success and a sense of personal achievement. Reflection and self-awareness are encouraged as a means to improvement.



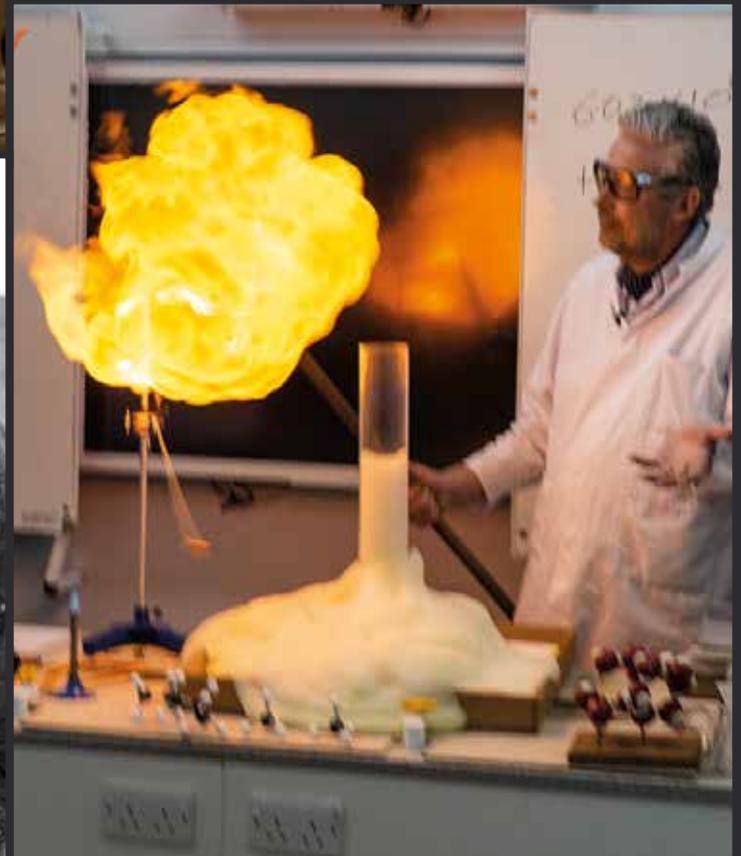
The Stowe Award provides a pathway to Change Maker skills: it encourages pupils to gain useful qualifications, skills and experiences while engaging fully in all areas of School life and learning through positive experience. The Award equips pupils with the skills and character virtues to adapt and thrive in a competitive world which prizes resilience, resourcefulness, team-work, adaptability, grit and innovation.

Pupils are expected to engage in key areas of School life: academic achievement, personal development, participation outside term-time, citizenship and service. Pupils can gain Awards by joining in sport and physical activity, engaging in art, drama and music, participating in co-curricular activities such as Service@Stowe, CCF and the Duke of Edinburgh Award Scheme. Taken together, this powerful proposition will embed Change Maker skills into our culture and community.





**We are committed to fostering team engagement, attracting, mentoring, developing and retaining our best teachers and support staff.**



# OUR PEOPLE

**Our aim is to encourage personal development by creating a flourishing, vibrant, cohesive, caring and socially inclusive community which embraces pluralism, inclusion and inter-cultural understanding.**

We want to create a fairer society in which we can all work towards the common good. We celebrate differences by giving everyone a voice and then listen to multiple viewpoints. It is our collective responsibility to develop the physical, emotional, spiritual and professional well-being of everyone in our community.

We strive to attract and retain employees of the highest calibre, drawn from diverse backgrounds and experiences. We are committed to fostering team engagement, attracting, mentoring, developing and retaining our best teachers and support staff. We focus on employee well-being, provide many opportunities for professional growth and create a culture of community partnership which celebrates success across The Stowe Group. Engaged colleagues are more likely to be productive, fulfilled and happy which will lead to higher retention and satisfaction ratings.

The Group Director of People is responsible for supporting a culture that encourages high performance, personal development and teamwork. At the same time, we will develop and maintain pay, benefit and reward frameworks to ensure competitiveness, fairness and management of talent.

We empower colleagues to become Change Makers and positive role models for pupils. This means that we provide opportunities and training in Change Makers core skills for our people as well as our pupils. We actively seek to be a vibrant and positive presence in the community by engaging in initiatives and partnering organisations which reflect our values. We empower our people to make positive change in the world and we give them the time to do this.





# CHANGE 100 - SOCIAL CHANGE

**We honour the legacy of Change Makers from the past by looking forward to a future where wealth is not a barrier to success.**



The Group's aim is to build a transformative endowment of £100m which will promote social mobility by allowing unprecedented access to schools in The Stowe Group, regardless of financial means or circumstances. Through Change 100, our ambition is to enable many talented and deserving children from financially disadvantaged backgrounds to benefit from our Schools – children who have the potential based on their talents, character, ambition to become Change Makers in the future.

Change 100 is the first step in a journey that will ultimately make The Stowe Group a destination where children with the potential to become Change Makers will not be denied entry. Change 100 will provide not only transformative opportunities for children who will thrive in our schools, but all of our communities will benefit from their presence, the talents that they bring and their diverse perspectives on life. Each £1 million raised and invested in an endowment fund should provide enough income annually to support a fully funded boarding place at Stowe, every year, in perpetuity.



# THE ENVIRONMENT AND HERITAGE

**Our pupils are encouraged to be active partners in the local community and are given opportunities to contribute fully to improving their local environment.**

They go beyond the curriculum to promote awareness and understanding of global issues and respond and contribute as citizens of the world.

We have reached a defining moment in the history of our planet. Stowe is committed to protecting the environment and becoming one of the world's most sustainable schools. We are committed to reducing carbon emissions to net zero by 2040. We pledge to find ways to become more adaptive, more responsible and greener, using the framework of the UN's Sustainable Development Goals. We are determined to inspire environmental change, amplify the voices of our pupils and make ambitious and effective long-term commitments to societal change.

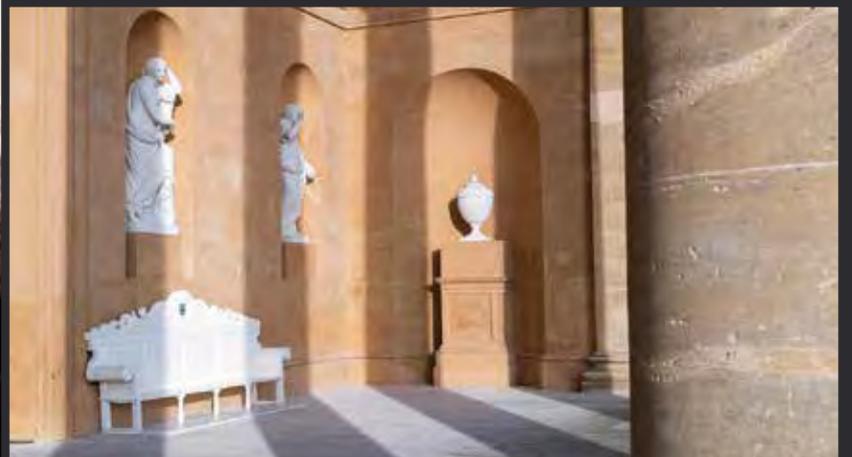
Stowe UK stands in the most sublime setting of any school in the world and embodies beauty and liberty. The historical importance of Stowe heightens our awareness of our social and environmental responsibility in preserving this unique eco-system.

We are developing a comprehensive Environmental Stewardship Programme which confronts a variety of challenges, including climate change and environmental sustainability. In promoting environmental stewardship, Change Makers must set a positive example in operational decision-making, future planning and curricular priorities.

The policy will apply to all activities and operations across The Stowe Group, as well as all our pupils, employees, volunteers, working partners, governors and visitors. The climate and ecological emergency is the greatest challenge of our time and we will monitor, measure and communicate our performance and progress.



**Working together with The National Trust and Stowe House Preservation Trust, we foster environmental stewardship and sustainability as a keystone of a Stowe Group education.**





# DEVELOPMENT AND OPTIMISATION OF RESOURCES

**The Stowe Group's extraordinary facilities and resources are the result of careful stewardship of resources and a longstanding philanthropic culture.**



We are custodians of three historically significant buildings: Stowe House, Swanbourne House and Manor House (Winchester House School) and are committed to maintaining and enhancing the fabric of all three schools.

Stowe has recently invested more than £40m to enhance its educational and boarding facilities. The Henry Worsley Science Centre opened in January 2017 and takes its place alongside the award-winning Chung Music School and recently refurbished Art School and Roxburgh Theatre. New Boarding Houses include Queen's (opened by Her Majesty The Queen), Stanhope (opened by Sir Nicholas Winton), West (opened by Viscount Cobham) and Cobham (opened by the boys of Cobham). Our Day pupils have benefited from the opening of two bespoke Day Houses, Cheshire and Winton, in 2019.

Future developments include a state-of-the-art Design, Technology and Engineering Centre as well as significantly enhanced indoor and outdoor sports' facilities to complement the 75 acres of playing fields, all-weather pitches, athletics track, golf course and equestrian centre. We will integrate Prep and Senior School ICT systems, replace three portacabin classrooms at Winchester House with a new suite of classroom and undertake improvements to sports and performing arts facilities at Swanbourne House.



The breadth and accessibility of a Stowe Group education depends on increasing the number of girls so that we reach a gender ratio of 50:50 and ensure that day provision increases in line with local demand. To guarantee that The Stowe Group provides the most innovative learning environment, firmly aligned with our strategic priorities, we have embarked on a thorough audit to complete The Stowe Group Estates Masterplan. This comprehensive plan will guide the evolution of the physical infrastructure of our schools so that they remain exceptional places for Change Makers to learn and grow.

The Stowe Group Master Plan is a holistic consideration of the educational, social, economic and environmental needs of Stowe, Swanbourne House and Winchester House. Sustainability is not a stand-alone strategy or discipline, but is embedded in every aspect of the plan. We will modernise outdated facilities, improve Boarding accommodation and seek to adapt and develop Home Farm to increase our housing stock for residential boarding staff. All this will be done while protecting and preserving the historic character of the campus and working with our partners on the Stowe estate, The National Trust and Stowe House Preservation Trust.

We are planning to build a network of international schools: Stowe International will license its brand to create schools in Hong Kong, China, Japan, Mexico and Cayman. The ambition is to create campuses which, in time, become the premium education destination in every country in which a Stowe International School



is established. Each school will offer a combination of high academic standards and outstanding pastoral care where the emotional, physical and mental well-being of each pupil is of paramount importance. Stowe International schools will deliver a 21st Century education in an inspiring environment with first-class facilities for teaching and learning, sport, music, drama and a wide range of other activities.

A Stowe International education will focus not just on maximising academic achievement, but also on developing character and personal skills, helping each pupil to build independence of thought and action, to become Change Makers of tomorrow. They will gain knowledge and understanding in a wide range of academic disciplines as well as developing core skills in thought leadership, critical thinking, intellectual curiosity, innovation, communication, technology, creativity, team-work and collaboration, self-reflection and lifelong engagement. Stowe International Schools will not produce stereotypes or mould pupils into conventional all-rounders: they will be Change Makers and encouraged to grow in their own way, celebrating their differences.



Stowe will lead the recruitment of senior staff, play a significant role in supervision and governance and provide resources to monitor the effective implementation of the Stowe brand. Stowe UK will help to guide the design and fit out of buildings and with the design of curriculum and academic and activity timetables. Stowe will support marketing and admissions activities to ensure that each school is filled as quickly as possible.

The Stowe International network will help to nurture individuals with a global perspective, developed at every level of the curriculum through enrichment and extension programmes which will challenge pupils to place their own lives in a wider context. Stowe International will provide linkage between all schools in the federation.

This connectivity and developing community will reinforce the Stowe education brand and at the same time provide pupils with access to international peer groups enabling academic studies, activities and personal development to be augmented in an international context, and bring to life the international dimension of the Stowe International educational offer. We will have a community of Stoics across international boundaries, sharing activities and staying connected through ICT platforms.

Revenue generated by Stowe International will support Change 100 and infrastructure projects in The Stowe Group.



**Stowe will lead the recruitment of senior staff, play a significant role in supervision and governance and provide resources to monitor the effective implementation of the Stowe brand.**





**From the moment a parent chooses The Stowe Group we treat them as valued customers and clients.**



# PARENTAL ENGAGEMENT AND SHARED PURPOSE

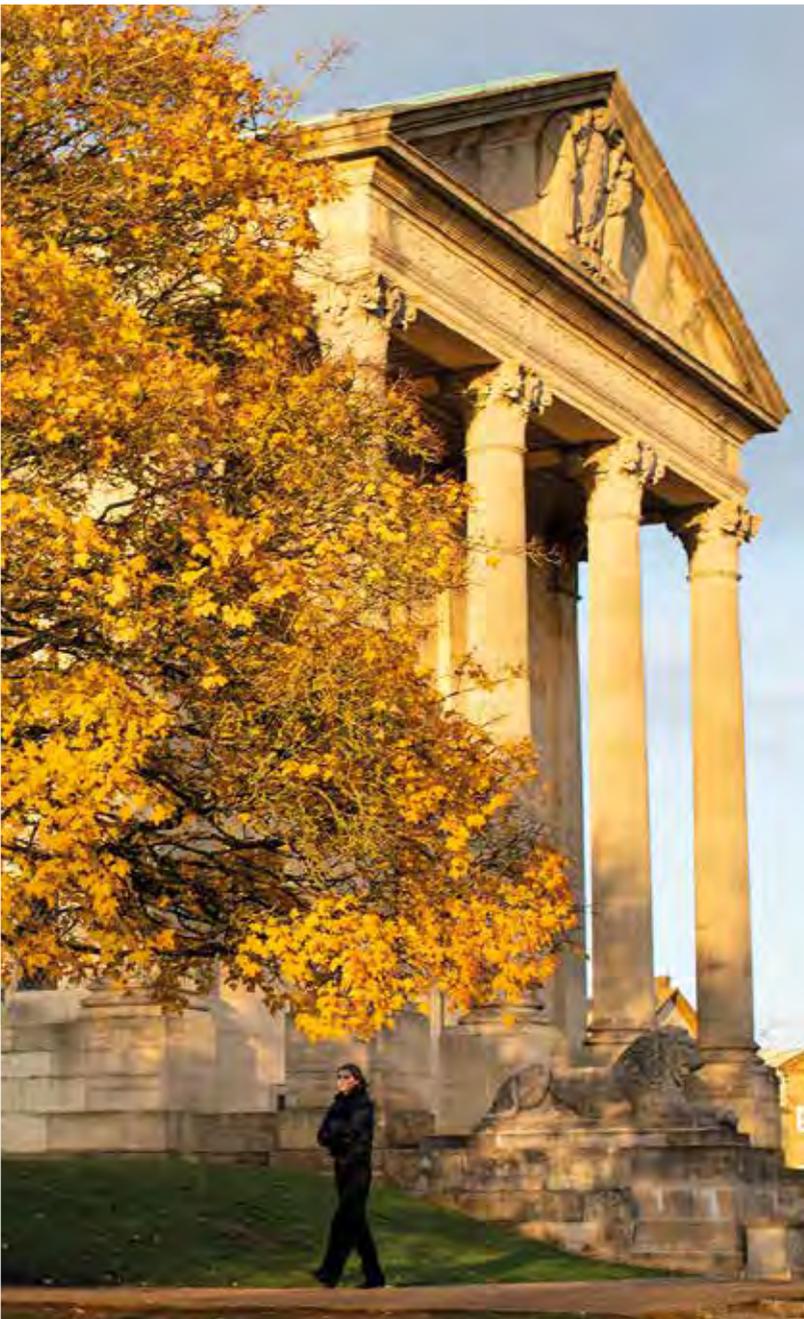
**The strength of The Stowe Group lies in our commitment to create Change Makers who live and reflect our vision, purpose and values.**



To further enhance community engagement and support, our communications will be clear, timely and transparent. Parents have experience of different business contexts and can provide us with honest and useful customer feedback. In essence, excellence comes down to these elements and their inter-relation: the clarity of the vision and strategy, the overall quality of the pupil experience, the rigour of teaching and learning, the standard of pupil accommodation and facilities and the breadth of co-curricular provision. The aims of The Stowe Group for the medium and longer term are simply stated: to maintain and promote the breadth and accessibility of a Stowe education and thereby retain our position in an increasingly competitive educational market place. Parents have chosen The Stowe Group for the education of their children and we do not take this for granted as there are plenty of alternatives. From the moment a parent chooses The Stowe Group we treat them as valued customers and clients. Our core values are based on expectations parents have for their children, expectations we have for Change Makers and our personal expectations as educators. They are all interconnected and if we commit to a culture of continuous improvement, we can support and serve each other to achieve positive outcomes.

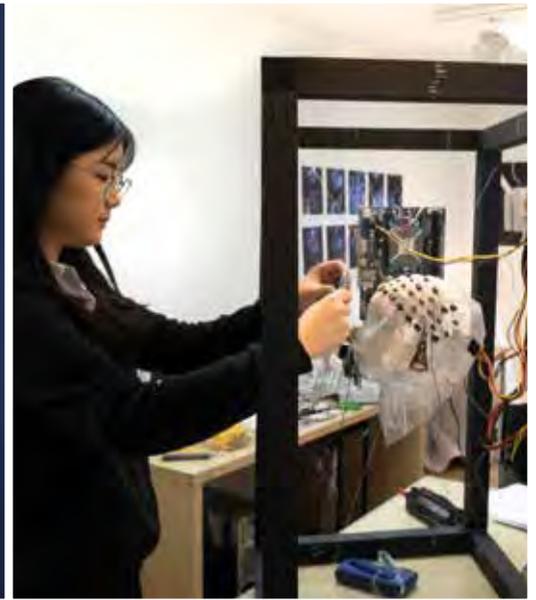
# FINANCIAL HEALTH

**The challenge for The Stowe Group is to make a realistic assessment of the specific and general future needs in furtherance of our aims and to ensure adequate financial provision, both capital and revenue, for their realisation.**



In order to support the core strategic plan, The Stowe Group needs a robust financial framework within which it can operate efficiently and effectively, while managing risk.

This framework can be delivered through the following measures: successful pupil recruitment and retention, comprehensive strategic planning, budgeting and management accounting; creating a business model which responds to future challenges; responsibly managing educational costs in The Stowe Group; continuing to pursue educational and operational efficiencies; enhancing incremental revenue sources through Stowe Enterprises Limited; delivering clear financial policies, procedures, guidelines and approval processes; adherence to current legislation and regulation; established procedures for reviewing risk and the impact on the School's operations; ensuring security of assets; careful stewardship of staff resourcing by maintaining competitive staff to pupil ratios; guaranteeing that capital projects provide good return on investment; optimum use of IT systems and a relentless focus on outcomes and value.



We will ensure The Stowe Group's future by remaining responsible custodians of this remarkable educational eco-sphere. Our resources are invested in carefully targeted interventions. We are practical and pragmatic about spending and we prioritise competitively priced, scalable and sustainable solutions to maximise impact and add value to each of our schools. The creation of The Stowe Group has allowed us to achieve economies of scale and competitive costs. We will select the development priorities which will make the biggest difference to the largest number of pupils.



# MEASURING IMPACT

The Stowe Group undertakes regular audits and reviews to ensure that we remain agile and responsive to the changing educational landscape. Our educational and operational priorities are to ensure that all pupils in The Stowe Group are given opportunities to become Change Makers:



Our strategic priorities are:

**1**

**Ensure that the Change Maker strategy meets parental expectations and inspires parents to choose our schools for their children:**

**School enrolment:** Stowe – 890 (139 Day Pupils, 91 Day in Boarding, 660 Boarders); Swanbourne House School – 260 pupils (mainly Day with Flexi, Weekly and Full Boarding); Winchester House School – 300 pupils (Occasional and Weekly Boarding). All communications, recruitment and admissions processes to support the aims of The Stowe Group.

**2**

**Promote academic achievement and inculcate Change Maker learning strategies and skills which translate into exam success:**

All Schools in The Stowe Group to achieve and maintain ISI inspection ratings of “excellent” for pupils’ academic achievement and development. Stoics to achieve A Level results of 80% A\*-B and GCSE results of 55% grade 7-9 at GCSE; “value added” GCSE and A Level exam grades 0.5 higher than CAT scores; 70%+ of leavers’ gaining entry to universities listed in the top 200 World University Rankings. Swanbourne House to achieve PSB results of 100% at Level 5 or above; 60% at Level 6 or above; 20% at Level 7 or above. Four or more scholarships to senior schools (academic, practical or all-round awards) and 100% of leavers accepted by their first-choice senior school). 100% of Winchester House pupils to secure a place at their first-choice senior school with 20% achieving awards.



**3 Personal development and pastoral welfare consistently and securely meet the criteria for 'excellent' in the Independent Schools Inspectorate Framework:** All schools in The Stowe Group to achieve and maintain ISI Inspection ratings of 'excellent' for pupils' personal development. Every pupil to have access to exceptional pastoral care which develops their talents, interests, characters, self-esteem, resilience and gives them the confidence to become Change Makers.

**4 Change-Makers Skills Development: To ensure that 100% of pupils in The Stowe Group receive training every year in at least one of the Core Skills, gaining credits for engagement and achievement in different levels of The Award programme.**

**5 To achieve and sustain a level of 90% for 'satisfaction' ratings in pupil, parent and colleague surveys.** Prompt evaluation and response to surveys to address key issues; monitoring the effectiveness of our strategies and interventions over time. A cohesive performance management system across The Stowe Group will allow us to retain and develop the best teachers and support staff.

**6 Attain full regulatory and statutory compliance for facilities and services:** To ensure that The Stowe Group is 100% ready for Regulatory Compliance Inspections (RCIs) and meets the various Independent Schools Standards Regulations (ISSRs), National minimum standards for boarding schools, (NMS), Early Years Foundation statutory requirements (EYFS) and other legislation as applicable. The Single Central Register of Appointments to be completely up-to-date; prioritisation of safeguarding, health and safety and effective leadership and management; all classrooms, boarding and day houses and outdoor spaces maintain The Stowe Group's reputation for excellence.

**7 Development, facilities and optimisation of resources:** to produce a co-ordinated and centralised approach to Master Planning for The Stowe Group. The Group Master Plan will be prepared by consulting stakeholders and drawing up investment and infrastructure priorities which align with the Change Makers vision. The ambition is to future-proof our schools from the vicissitudes of the marketplace and reflect our culture of continuous improvement.



## 8

### **Financial targets and core strategies: to produce a Stowe Group financial framework with clear policies, procedures, guidelines and processes.**

All spending projects to demonstrate Change Maker Return on Investment, CMRI: Who is changed? How do you know they have changed? How important are the changes? How much is this change a result of our investment? Stowe to deliver an operating surplus of more than £1m per annum which will be used to fund The Group Master Plan. Maintain cash flow ratio of 9-12% of net fee income; maintain staffing ratio of 6:1; Winchester House and Swanbourne House to deliver operations at between break-even and £50,000 surplus from each school.

## 9

### **Change Makers to address the climate and ecological emergency and highlight the intersection between climate change and other social injustices:**

The Stowe Group pledges to reduce food, energy, water and material waste; recycle 75% of our waste and divert non-recyclable from landfill to energy production; save energy by updating plant infrastructure; switch to a green electricity tariff; change to low energy LED lighting in classrooms; encourage car-sharing to work and School; install electricity and water meters to

measure usage in houses; harvest rainwater to irrigate games pitches; encourage pupils and staff to wear more layers of clothing to reduce heating costs; exhort the School Shop to reduce packaging and sell clothing from sustainable materials; discourage overseas trips unless absolutely necessary and reduce the environmental impact of Group activities.

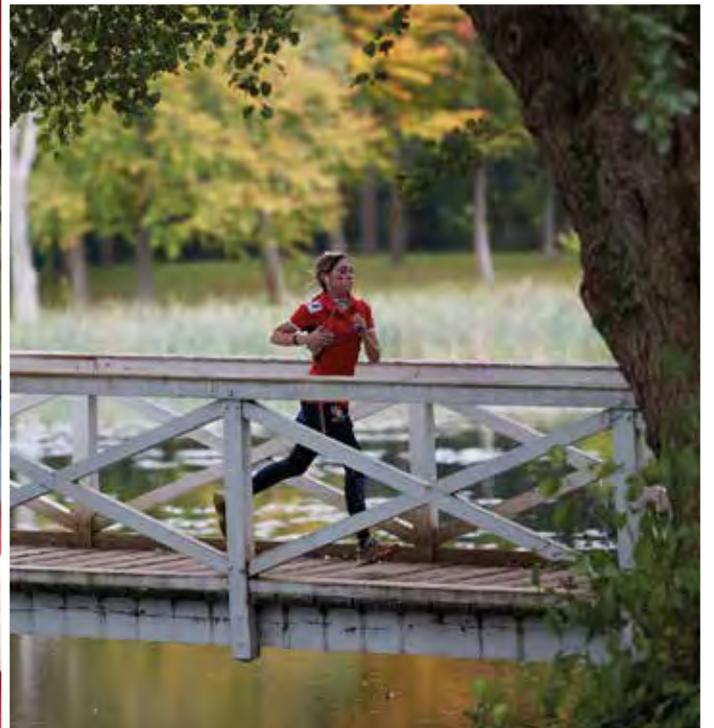
## 10

### **Raising Funding to support Change**

**100:** Our ambition and mission is to raise an endowment fund of £100 million over the next ten years. This will transform our long-term ability to provide the life-changing chance of a Stowe education to talented and deserving children from socially diverse and financially disadvantaged backgrounds. This endowment will provide 100 free places in the School at all times, and forever, enabling 20 children in each year group to attend the School on a fully-funded place. To ensure that Change 100 has an immediate impact, we have also pledged to spend the first £1 million raised each year on places the following September. We are delighted that in September 2021, the first ten children joined us on our Change 100 programme and look forward to growing that number significantly in the years to come.



**The Stowe Group  
pledges to reduce  
food, energy, water  
and material waste.**



# We are Change Makers

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