



The  
Princethorpe  
Foundation

Registered number: 04177718  
Charity number: 1087124



# The Princethorpe Foundation Strategic Plan 2024-29





# The Princethorpe Foundation

The Princethorpe Foundation welcomes a wide range of children from all faiths and backgrounds and provides co-educational, independent day schooling with a strong Christian ethos. We support and nurture over 1,400 children from age 2 to 18 years, through Little Crackers Nursery, Crackley Hall School, Crescent School and Princethorpe College.

**Princethorpe College** is a Catholic, co-educational, independent senior day school for around 900 pupils aged 11 to 18 with over 200 students in the Sixth Form.

**Crackley Hall School** and **Little Crackers Nursery** is a Catholic independent co-educational preparatory day school and nursery for around 300 pupils aged 2 to 11 years, situated in Kenilworth.

**Crescent School** is an independent co-educational preparatory day school for around 190 pupils aged 4 to 11 years, situated in Bilton, Rugby.



## One ethos

We believe that all members of the community are part of the Foundation family, and our "spirit of family" should be nurtured by developing values of friendship, kindness, compassion and love.



## Charitable Work

### £27,000+

Annually the Foundation schools support numerous local and national charities through pupil-led fundraising activities.



### Partnerships

We are a proud member of the local community, engaging in numerous activities and partnerships with local state schools and universities, most notably through our involvement with the Lion Alliance we have supported the training of 41 new teachers for the state sector over the past four years.

Number of donors from the Princethorpe Foundation community

### 400



Number of pupils currently supported with bursary funding

### 64



Total value of bursaries, scholarships and hardship awards

### £1,163,195 pa

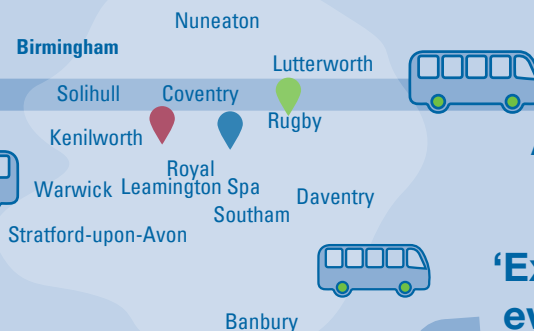


## 1,400 Pupils



## Our catchment

Pupils come from a wide 360-degree catchment area focused around Warwick, Leamington, Kenilworth, Coventry and Rugby, but stretching as far as Birmingham, Stratford-upon-Avon, Banbury, Daventry, Lutterworth and Nuneaton. Many travel on our 12 dedicated coach services.



All schools  
**ISI**  
**'Excellent in every area'**



## Towards Net Zero

Our ambition is to exceed government targets where we can, to become carbon neutral, whilst making sure that our environment is safe, fit for purpose and healthy. We will reduce emissions, offset what we emit, increase biodiversity and invest further in renewable energy.



### £28,324,858



Total contribution to UK GDP\*

### 600



Total number of UK jobs supported, including 283 employed at the Foundation\*

### £8,443,089



Total amount of UK tax paid\*

### £10,025,968



Savings to the UK taxpayer\*



[princethorpe.co.uk](http://princethorpe.co.uk)



[crackleyhall.co.uk](http://crackleyhall.co.uk)



[littlecrackers.co.uk](http://littlecrackers.co.uk)



[crescentschool.co.uk](http://crescentschool.co.uk)

\* Source Oxford Economics/ISC - Economic Impact Tool - Figures pa



## Foundation Principal's Introduction

I first became a Princethorpe Foundation parent twenty-one years ago, then in 2009 I was delighted to be appointed as Head of the College and Foundation. I know that our schools are incredibly exciting places; we pride ourselves on being warm, kind and caring, as well as being disciplined and aspirational. We cater for a wide range of children from a variety of backgrounds and have an outstanding record of academic success by getting the very best from all our pupils. We have an amazing history, superb facilities and our people are incredibly friendly, bright and energetic. We aim to treat every pupil as an individual, supporting them to grow into mature, resilient, well-rounded and “world ready” young people, with a strong set of moral values to guide them through adult life.

At the same time, we are a thriving multi-million-pound business with comprehensive plans to ensure we can deliver the very highest quality education to all our pupils. In my new role as Foundation Principal one of my key aims has been to produce this Strategic Plan to underpin the success of all our schools. Through this document I am delighted to take you “behind the scenes” and give you an insight into our approach.

**E D Hester**

Princethorpe Foundation Principal



As a Foundation of schools we pride ourselves on being warm, kind and caring, as well as being disciplined and aspirational.





## Why have a plan?

I have drafted the Princethorpe Foundation Strategic Plan (Plan) in conjunction with trustees, senior leaders and all our staff. It has been designed to support the Heads of all our schools to ensure they can focus on their key role in best supporting their pupils to flourish and thrive.

The Plan aims to ensure that, as a business, we remain strong as we face the various challenges ahead and that we continue to put educational quality and value for money at the top of our agenda.

The full Plan contains commercially sensitive information which we cannot share publicly but I want to share the fundamental principles and key aspects which I hope will be of interest. I would also welcome your feedback.

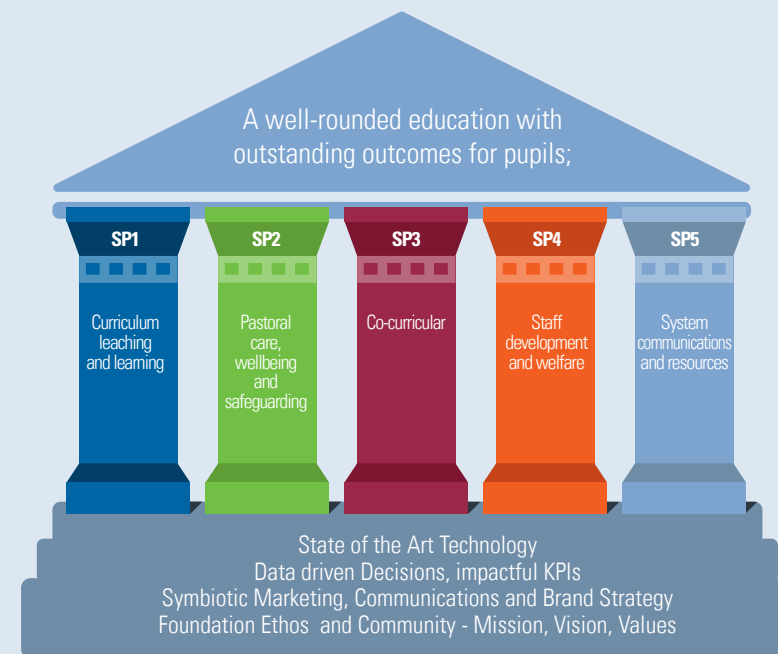
## The Design – to best support our schools

Whilst it is regularly updated and adapted in the light of changing circumstances, the basic framework of the Plan has carefully chosen “foundations” and “pillars” to enable us to deliver the aims of our Schools and the wider Foundation.

The Heads of our schools have identified key “pillars” or drivers to ensure pupils achieve their own best outcomes. You may not be surprised to see that these focus on:

- The Curriculum, Teaching and Learning
- Outstanding Pastoral Care, safeguarding and pupil wellbeing
- Co-curricular activities
- Staff Development and Welfare
- First class systems and use of resources

## School Educational Pillars



The Plan aims to ensure that, as a business, we remain strong as we face the various challenges ahead and that we continue to put educational quality and value for money at the top of our agenda.



## Our Foundations

We have also thought carefully about the “foundations” which are essential to support and develop our schools. These are commitments to ensure:

### **Our Ethos, Mission and Values are the basis for all we do:**

Our Ethos is the cornerstone of the Foundation. We believe that all members of the community are part of the Foundation family, and our “spirit of family” should be nurtured by developing values of friendship, kindness, compassion and love. With pupils and families from a wide variety of aptitudes, abilities, interests, backgrounds and faiths - and many who have no religious background - we recognise and celebrate the strength in our diversity and aim to ensure that each and every pupil is “recognised, accepted, heard, encouraged and challenged.”

### **We strive for outstanding communications and marketing at all levels:**

Our schools are busy and thriving places and our wider school communities are sizable. We recognise and understand the importance of having excellent communications with all our stakeholders to facilitate clear understanding, good organization and positive relationships. We also recognise the need to ensure that all members of the community have a voice. We do this in a variety of ways; surveys for pupils, staff and parents are an important part of this voice, as well as face-to-face dialogue.

Communications are symbiotically interwoven with our marketing and brand strategy to underpin our business goals and support pupil recruitment and retention.

### **All key decisions are informed by good data:**

Whilst our schools are built on developing strong inter-personal relationships, they also generate huge amounts of data. We are committed to ensuring that data is harvested and harnessed effectively to ensure it supports aspects of school development from monitoring academic progress and managing pastoral care, to business and commercial decision-making. We understand the importance of cyber-security, including data-security and privacy; all the data we collect and process is both securely stored and used in line with relevant legislation.

### **We optimise the use of cutting-edge technology:**

Our schools had already adopted Microsoft Teams prior to the COVID-19 pandemic, and we seized the “innovation opportunities” it presented. Our Director of Digital Strategy is a Microsoft Innovative Educator Expert, and the Foundation has integrated Microsoft 365 apps and tools along with third-party software to create a virtual learning environment. This environment facilitates effective teaching, learning, collaboration, and communication for both students and staff, whether inside or outside the classroom.

Parents also have easy access to key information about their children and robust communication channels with school staff. Our schools are actively evolving their digital learning environments and are dedicated to an ongoing process of Digital Transformation and we aim to achieve Microsoft Showcase School status. The Foundation will ensure the continued use of high-quality devices, infrastructure and support across our schools to foster a safe and forward-thinking technological environment and equip students with the digital literacy needed to thrive in an ever-changing world.



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We believe that all members of the community are part of the Foundation family.

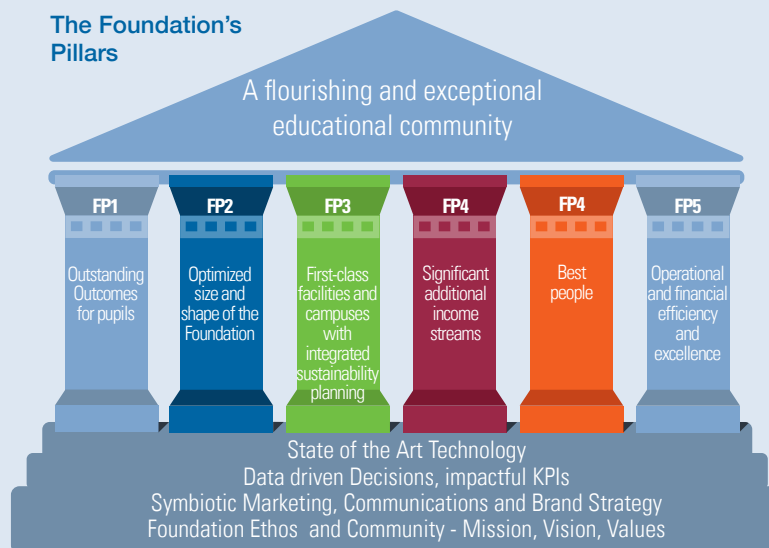
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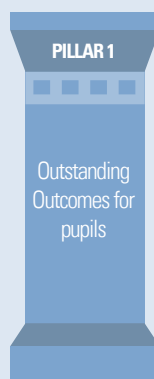
## The Foundation Strategic Plan

As you would expect, the pillars for the Foundation Plan focus on how the business can best support and deliver outstanding outcomes for all our pupils:

### The Foundation's Pillars



We want our pupils to grow up to be upstanding citizens, with the ability to develop their own “spirit of family” in the future.



### Pillar 1 | Outstanding Outcomes for pupils

All pupils are different and our schools give individualised care and support. We want to deliver the best outcomes for each pupil based on their own skills, abilities and aptitudes: by developing their personal qualities and values; by growing their academic and co-curricular passions; by preparing them to be world-ready and equipped for their own next steps. We want them to grow up to be upstanding citizens, with the ability to develop their own “spirit of family” in the future. Pillar 1 is delivered by each school supported by the Foundation (see individual school aims).



### Pillar 2 | Optimized size and shape of the Foundation

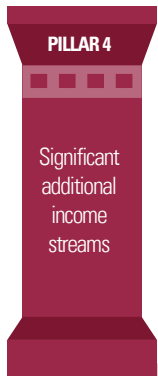
We regularly keep the optimal size under review - the number of pupils and their distribution across each campus - so that we can optimize our resources for the present and plan for the future, as circumstances develop and change. Most schools and groups of schools undergo organic changes over time. The schools in the Foundation are testament to this with past mergers between St Joseph's and Princethorpe College, Crackley Hall and Abbotsford and, most recently, the Crescent School and the Princethorpe Foundation all being key milestones in our development.



### Pillar 3 | First-class facilities and campuses with integrated sustainability planning

We are coming to the end of our ten-year Foundation campus improvement plan which has delivered The Limes, the Clarkson Theatre and most recently, The Science Centre at the College; the Abbotsford and Gables wings and Hall at Crackley; the Library and the Horton Centre at the Crescent. We have, during this time, also started an investment programme in renewables with solar photovoltaic (PV) arrays on the roof of The Science Centre and Sports Centre at Princethorpe. We are looking at making a new installation at Crescent School and extending the scope of the existing solar PV array at Crackley Hall. The Science Centre is heat-pump ready, to allow us in time to move away from the reliance on fossil fuels and reduce our carbon burden.

Future campus planning has already started with environmental sustainability and social responsibility fully integrated in our strategy. Parents and pupils will be involved in helping us develop these plans. We will be publishing our first strategic sustainability plan in early 2024.



#### Pillar 4 | Significant additional income streams

Currently the vast majority of our income is generated by school fees. Over time we aim to build up other income streams to reduce our reliance solely on school fees, to maintain best possible value for money and to make an education within the Foundation as accessible as possible.

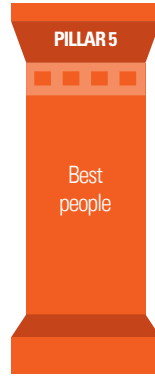
There are currently two main strands to additional income generation (although we are also looking at a third):

##### Fundraising and Development:

Philanthropy is a cornerstone of our sustainable future. Regular Giving, particularly through smaller monthly donations, is integral to our vision to not only strengthen our daily operations but also significantly enrich the experiences of our pupils. Through our bursary programme, we strive to offer an inclusive, varied educational experience to all, regardless of financial background. The newly completed Science Centre at the College is a testament to the important role donations play in campus development. Registered as a charity, the Princethorpe Foundation will always ensure that each contribution not only furthers the educational experience but also broadens community support. Every donation counts.

##### Commercial Enterprises:

We have recently appointed a Commercial Enterprises Manager to ensure that we optimise our facilities, through events and activities outside of the school day to generate significant income which can be invested back into our schools to further enhance our educational provision. These may include external lettings and events including celebrations, day and holiday camps, film and TV hire, corporate hire and sports hire.



#### Pillar 5 | Best people

In some ways this is the most important pillar; it is the people that make any organisation, be they teachers, support staff, volunteers or trustees. We have a strong track record of recruiting and developing our staff who fully commit and support our ethos and values – for example, in the past four years, we have helped train 41 graduate trainees to become fully qualified teachers and six of our teachers have gone on to headships or senior leadership roles in other independent schools both locally and internationally.

To ensure we have the best people we will focus on:

- regularly reviewing and refining our organisational design to ensure we are lean and resilient;
- strong recruitment and retention;
- wellbeing and reward, to ensure we support our staff appropriately;
- continuing to invest in training and development for staff at all levels;
- working closely with all our volunteers including Alumni, Alumni Committee and Parent Associations to support them with their projects/aims.



#### Pillar 6 | Operational and financial efficiency and excellence

We are absolutely committed to a culture of continuous improvement, using our resources to best effect by being organised and efficient. Striving for excellence also requires creativity. Consequently, we place a strong emphasis on financial planning and ensuring we have a sustainable financial model that supports all the schools' goals. There is also a necessary focus on Compliance and Regulation to ensure that our schools adhere to all the relevant laws and regulations governing independent schools, including educational standards, health and safety requirements, and safeguarding.

Risk Management is also a critical strand of this pillar; ensuring we have identified potential risks and developed outline strategies for managing them.

We are entirely focused on ensuring that we make the best possible use of IT and new technologies, embracing all the opportunities that Artificial Intelligence (AI) presents as well as dealing with the challenges. Digital transformation is at the forefront of development for all areas of the Foundation and is at the heart of this pillar.



It is the people that make any organisation, be they teachers, support staff, volunteers or trustees.



#### Next steps

We will, of course be monitoring and evaluating the Plan and are establishing key performance indicators to assess its progress.

Many thanks for taking the time to read about our plans; I would welcome any feedback from you which you can give via this [form](#) or by emailing [post@princethorpe.co.uk](mailto:post@princethorpe.co.uk).



The  
Princethorpe  
Foundation



### Princethorpe College

11 to 18 years

[princethorpe.co.uk](http://princethorpe.co.uk) | 01926 634200



### Crescent School

4 to 11 years

[crescentschool.co.uk](http://crescentschool.co.uk) | 01788 521595



### Crackley Hall School

4 to 11 years

[crackleyhall.co.uk](http://crackleyhall.co.uk) | 01926 514444



### Little Crackers Nursery

2 to 4 years

[littlecrackers.co.uk](http://littlecrackers.co.uk) | 01926 514444

[theprincethorpefoundation.co.uk](http://theprincethorpefoundation.co.uk)