Our Strategic Plan 2013-2018, a vision for excellence

Our MISSION, and the charitable purpose for which we were established, is to provide a first class all-round education for boys and girls. Our view of education is a broad one, not limited to intellectual, physical and creative development, but also including the development of spiritual, moral, social, cultural and emotional qualities – in short, the development of character. The academic range of pupils at entry is wide, reflecting our emphasis on the whole individual. Nevertheless, the first line of our Code of Conduct says: ‘We are here to study and to learn’. Pupils are encouraged to develop their sense of curiosity, to think for themselves and to realise that intellectual satisfaction is best attained through personal endeavour.

Our traditions of teamwork, leadership, self-discipline and service, and the uniform, set us apart from other independent schools. The sense of community is strong, helped by our small size of around 400 pupils which ensures that everyone is known, and reflects our belief that relationships matter and are the best context in which to learn and grow. We care for one another and the strength of those relationships at all levels is one of the most important aspects of the College. We are principally a boarding school because we believe boarding allows more space and opportunity to develop both independence and interdependence. Day pupils are nonetheless very welcome and are able to contribute to and benefit from the boarding environment.

We are proud of our reputation for our core values: our ‘FLAG VALUES’ of kindness, selflessness, moral courage, industry, initiative, resilience and integrity. These are underpinned by the school’s Christian ethos, and we aim to provide a sensitive and relevant framework of values and opportunities within which pupils can reflect on the connection between belief – religious or otherwise – and action, and in which their understanding of faith can develop; a questioning attitude is encouraged. Thus pupils are prepared for ‘a life that has meaning within a world that makes sense’, and equipped to make a positive contribution.

Our VISION is to become the best, small, coeducational boarding school in the United Kingdom. We recognise that we are a long way from this ‘audacious’ goal, yet it is worth aiming for. The word ‘best’ may be problematic for some, but its strength is that it immediately asks searching questions of us, and we welcome this. We are committed to pursuing excellence and quality in all our activities, within the limits imposed by our means, and all staff and governors have had opportunity to contribute to the discussion which has shaped this Strategy Map and the Development Plan.

In his book Good to Great, a study of the factors which eleven ‘great’ companies seemed to share, Jim Collins identified that each had what he called a Hedgehog Concept – an understanding of themselves and their purpose which they protected at all costs. The Hedgehog had three parts: an understanding of what the company was passionate about; an understanding of the key financial drivers for their business; and an understanding of what they could be the best in the world at. We have found it helpful to try to develop our understanding of ourselves by developing our own Hedgehog Concept:

Our PASSION is fulfilling potential by inspiring learning and equipping individuals with confidence, values and skills for the future, so that they can make a positive contribution to the world.
Our **KEY FINANCIAL DRIVERS** are the number of pupils, especially boarders; the amount of money given away as a proportion of gross income in bursaries, scholarships and other discounts; and the staff to pupil ratio.

We believe that what **WE CAN BE BEST AT** is being a caring community that develops Flag Values and fulfills potential through teamwork, opportunity, challenge and our naval traditions.

---

**Pangbourne College’s Hedgehog Concept**

The next few years will be challenging ones. Local competition is very strong at a time when our customer base is shrinking under financial pressure; at best, future economic growth will be slow. By their nature, boarding schools are expensive and in order to attract pupils from cheaper alternatives, we will have to offer a compelling proposition, as well as establishing new markets. The momentum generated in improving our facilities needs to be maintained, especially to convince more parents of boarders, for whom the ‘sense of value’ as they walk round a school is important. Additionally, the educational landscape may change significantly as GCSE and A level courses are modified – the extent of the changes will depend on political factors.

This Strategy Map and the Development Plan sets out what we will do to move towards fulfillment of our Vision. For the next five years, including our Centenary Year in 2016-2017, our **GOALS** are as follows:

**We will...**
- develop excellence in teaching and learning
- engage all pupils in a broad and balanced education
- enhance the boarding experience
- recruit, develop and retain excellent staff
- be proactive, caring and effective in communicating
- continue to improve the facilities of the College
- strengthen our performance as an educational charity

By working together with relentless commitment to these goals, we will navigate successfully through the changing landscape and towards our Vision, to the benefit of our pupils, their families, staff, and the wider community.