



MALVERN
COLLEGE

Transform Their World

Our Strategic Vision and Core Values

Aims and Objectives

Our purpose

Our purpose is to instil and nurture within our pupils emotional and cultural intelligence; to develop core skills, qualities and intellectual curiosity; and to facilitate the attainment of the qualifications our pupils need, so that they become happy, balanced and successful individuals who achieve personal fulfilment, determined and able to make a positive contribution to the world they go out into.



Objectives

1. To enhance the Malvern College Family of Schools' national and international reputation.
2. To secure long term financial sustainability.

Aims

1. Facilitate the attainment of the qualifications pupils need.
2. Instil and nurture emotional and cultural intelligence.
3. Develop core skills, qualities and intellectual curiosity.

2026 5-Year Goals

1 Family of Schools with **6,800 pupils**

£5-10m increase in the Society endowment fund*

£4m Surplus EBITDA

8 International schools (+1 partner, +3 countries, +2 schools, +1,500 pupils)

1 Consolidated charity for UK schools (+ 100 pupils)

* alongside development funds for the College

Strategies and Plans

Education strategies:

1. Academic and Intellectual:

Unashamedly an academic school, but determinedly not a hothouse.

- 1.1. Strong and varied core-curriculum:
 - » FY (Year 9): focused on engagement and experience; developing core and transferable skills with highlights including cross-curricular projects, CCAs and FY passport
 - » GCSE (Years 10-11): breadth of choice and experiences
 - » IB and A level (Years 12-13): catering to the individual; delivering choice and a variety of subjects and skills
 - » excellent exam results and first-class preparation for university applications in UK, North America and Europe
- 1.2. Pupil-led super-curriculum:
 - » encourages pupils to develop in the areas that interest and inspire them; challenging them to think and create their own intellectual pathway
 - » provides opportunity for pupil leadership, ownership, innovation and collaboration; developing pupils' transferable academic skills: research, logistics, marketing etc
 - » preparing them for university or degree apprenticeships, and future careers.

2. Co-curricular and Personal Development:

Intentional holistic education; encouraging creative and sporting endeavour; promoting individual and collaborative participation to:

- 2.1. provide opportunities for skill development and intellectual engagement at all levels (from elite to purely participatory) across art, drama, design technology, music, sport, CCF and outdoor pursuits
- 2.2. provide opportunities for responsibility, service and leadership (e.g. through D of E, CCF, Service, school partnerships and expeditions)

And through these:

- » promote and instill an understanding of physical and mental health, and well-being
- » intentionally promote the development of core values (Malvern Qualities) such as resilience, collaboration, ambition and open-mindedness
- » develop positive transferable skills that give pupils the confidence to lead and to serve
- » develop a sense of self and responsibility towards others, ensuring emotional and cultural intelligence are developed alongside intellectual intelligence.

3. People, Pastoral Care & Boarding:

The underpinnings of happy and healthy young people. A secure and supportive environment where:

- 3.1. Houses are a familial 'home from home', forming ideal settings where communities support each other
- 3.2. each pupil is known and supported, confident to discover their strengths and plot their individual pathway
- 3.3. well-being is a core focus with safeguarding at the centre
- 3.4. opportunities for responsibility, service and leadership, and the development of the Malvern Qualities, equip pupils to seek opportunities and overcome life's challenges
- 3.5. pupils are encouraged to reflect on the value of diversity, inclusivity and equality
- 3.6. parental and alumni engagement promotes life-long relationships with and support for the College.



Staff planning reflects the value of diversity, inclusivity and equality



Operations strategies:

1. Business Planning, Finance and Development:

To achieve financial sustainability across the group at an overall surplus level, generating substantial non-fee income from fundraising, franchising and other commercial activities that can be invested in transformational bursaries and campus developments.

Goals: (i) £4m MCFS EBITDA, (ii) College Concessions at 14.5% of gross fees, (iii) £3m surplus from commercial activities, (iv) £1m net contribution from development

- a. fee inflation to remain at or below CPI, and absolute fees to be line with the median for direct peers.
- b. greater means-tested concessions, focused on securing families in the local and domestic market
- c. leverage economies of scale across the family of schools to generate purchasing efficiencies
- d. investment in forward-looking 10+ year campus masterplans that (i) deliver a transformational education experience (ii) approach carbon neutral and (iii) maximise commercial income
- e. renewed focus on fund-raising and investment management as an important income stream
- f. explore raising additional long term capital and/or bond finance to enable the College to accelerate its capital expenditure and sustainability targets

- g. expansion of overseas franchise opportunities and diversification of partners and locations/continents
- h. investment of 25% of MCIL net-income into an endowment fund for transformational bursaries
- i. develop further the College's commercial activities with focus on expansion of Summer Programmes.
- j. ensure Net Debt is kept within the range of £3m-£5m or lower

2. Operations:

To create a fit-for-growth operations capability that adds value across the family of schools by providing services that are tailored to individual needs and identities

- a. structure and resource our operations teams to meet the needs of both the College and the wider family of schools, driving efficiencies through the sharing and application of best practice
- b. support and develop staff through good management and appraisals, clarity of communication and ongoing professional development
- c. invest in payroll, HR and admissions systems that can work across schools and which enable efficiencies and improved decision making

- d. ensure our digital infrastructure (virtual and real) keeps pace with fast-changing technologies and needs, whilst maintaining the highest levels of cyber security and protection
- e. staff planning reflects the value of diversity, inclusivity and equality

3. Marketing, Admissions and Brand:

To attract, retain and satisfy the needs of customers who can afford to pay for a 'Malvern' education. To exploit the advantages of a growing family of schools and to develop further our links with parents and alumni

- a. continue to modernise, improve and develop the Marketing, Communications and Admissions strategy and tactical activities, both at the College and at the associated family of schools
- b. enhance customer awareness and understanding of the concept of a Malvern Education and the unique journey pupils follow at Malvern and its associated schools
- c. development of a global brand which supports the strategic objective for growth and positions Malvern College as a leading global provider of education which attracts pupils who will benefit from a Malvern education and top quality academic and operational staff.

4. Governance:

- Monitor, develop and improve governance, leadership and performance management across the College and Malvern Family to ensure coherence and consistency of excellence across all entities within the corporation
- develop a sustainable long-term strategic plan alongside a review of our corporate governance in general and the Royal Charter in particular
 - provide the resources required to enable the Schools to meet their educational, financial, legal and charitable objectives
 - ensure that the various Committees, Boards and Trustee memberships of all entities within the 'Trust' are structured and led optimally to develop effective Governance and oversight
 - appropriate measures and oversight are in place to ensure diversity, inclusivity and equality

5. International Schools:

To seek out and develop further growth internationally, both with existing partners and, where appropriate, with new educational partners, ensuring a greater spread of schools globally, and where possible, in first tier cities.

The short-term plans that were enacted in the year to achieve these objectives were:

- » To develop balanced and meaningful enrichment and stretch opportunities for all year groups and increase participation.
- » To build upon the departmental appraisal process by following up findings and setting specific targets for both the department and the individuals within it.
- » To further develop a range of pupil-led societies that engage all pupils through a broader range of choices and effective communication.
- » To operate throughout the year with tight control on costs and a thorough and successful pupil recruitment strategy.
- » To review bursary levels and other public benefit contributions by the College continually.
- » To develop the marketing and admission function and enhance marketing communications.
- » To provide the resources required to enable the College to meet its educational, financial, legal and charitable objectives.



The strategies, objectives and plans are included in the College Development Plan. The Plan is reviewed and updated by the College Senior Management Team to ensure that the objectives are being achieved. The fundraising activities are undertaken by the College Development Office in conjunction with the Malvernian Society. The College Management Board and Council reviews the progress of fundraising and future strategies and targets.

Plans for future periods

The College Council and Management Board formally reviews the 10-year plan annually. The specific objectives for the coming year include:

- » Widen profile of IB cohort and increase IB numbers to achieve greater balance between IB and A level numbers. Adapt (I)GCSE curriculum to provide greater flexibility through a 9 GCSE +1 option model.
- » Development of clear strategies for ICT in Teaching & Learning, and Academic Literacy.
- » Embed Director of Collaboration and Innovation role within MC's Super-Curriculum leadership, and begin to develop role and initiatives across MCFS.

- » Appointment of Mental Health Lead and develop strategy, including embedding integrated counselling model.
- » Develop and support leadership and management skills of line managers.
- » Introduction of online systems to improve efficiency in operations.
- » To facilitate greater sharing and application of best practice across the family of schools to build personal and team excellence.
- » To improve the bursary application process by introducing bursary management software.
- » To continue with the boarding house refurbishment plan.
- » To continue to explore opportunities to extend our international schools programme.

Future plans are focused on the strategic development of the family, whilst capital expenditure plans focus on the continuation of the Boarding House refurbishment programme and improved environmental sustainability. The strategic aims and goals for the medium term are to provide excellent education, secure the College's long-term financial strength and to enhance our national and international reputation.

Risks and uncertainties

The greatest risks currently facing the College are:

- Accelerating inflation (especially electricity and gas prices) and associated increases in Bank of England base rates together with potential economic recession.
- Further increases in employer contributions to the Teacher Pension Scheme (TPS)
- Geopolitical tensions and subsequent impact on International Schools and on wider inflation.
- Future 'Green' investments that will be needed to keep up with statutory requirements.
- Political pledges/threats of loss of charitable tax benefits.

Malvern Qualities

At the College we actively promote a set of well-tested values which we call the Malvern Qualities. We believe that these values will enable our pupils to grow whilst they are with us, and that they will become a bedrock for their futures.

The Malvern Qualities are enduring human values which we have found, over time, equip our pupils for life's challenges, enabling them to adapt and succeed in a rapidly-evolving world.

Resilience

Do you respond positively to setbacks, and face challenges with confidence and good humour? Can you see failures as an inevitable part of learning and improving who you are? Do you finish what you start?

Self-awareness

Do you understand your own strengths and weaknesses and are you reflective and take responsibility for yourself and your actions? Do you set yourself targets? Are you aware of the impression you create and display excellent manners accordingly?

Open-mindedness

Are you able to recognise and value a range of options? Are you receptive to new ideas? Can you see issues from a range of perspectives and do you embrace a global outlook?

Kindness

Do you look after others? Are you considerate and compassionate? Are you able to show appreciation of what others offer?

Collaboration

Are you working with others to bring about the greater good? Do you know when and how to include others? Can you make the most of the strengths and qualities of others?

Integrity

Are you true to your own beliefs and are you honest with yourself? Do you feel that you have a strong moral compass?

Risk-taking

Are you audacious and do you take risks to explore new experiences? Do you challenge yourself to do things you find difficult? Are you willing to try new things or do you prefer to stick to the orthodox? Are you resourceful in unfamiliar circumstances?

Curiosity

Do you pursue knowledge and understanding for its own sake? Do you seek to know more and explore new things? Do you ask lots of questions to enable you to deepen your understanding? Are you confident in the value of your interests?

Ambition

Do you wish to do the best you can and make the most of every opportunity afforded to you? Do you believe that effort will improve your future prospects? Do you let others hold you back?

Independence

Do you feel that you take responsibility for yourself? Are you self-motivated?

Humility

Do you acknowledge that individual success often relies on team effort? Do you see that success is important but that it is not everything? Do you recognise that others may not be as privileged as you?