



# STRATEGY | 2023



**ETON**  
COLLEGE



## STRATEGY 2023 | 02

This plan ... marks the beginning of our latest chapter of shared endeavour which seeks to make Eton an even stronger charity and an even better school.

## 03 | STRATEGY 2023

# FROM THE HEAD MASTER

'Eton College is a charity for the advancement of education. At its heart sits an independent boys' boarding school which leads a dynamic range of educational activities and an expanding network of educational partnerships.'

Eton has flourished for nearly 600 years because we have evolved from within, taking a long-term view as to how we can make a real, sustained and wide-ranging contribution both as a great school and as a foundation committed to advancing educational opportunity.

As we plan for the future, we refuse to be complacent. It is important to be aware of what is happening in the wider world, but also to be considered and discerning in how we respond and in so doing we will continue to balance the best of the old with the best of the new.

This strategy derives from wide-ranging discussion and consultation with staff, boys, parents and Old Etonians. That process culminated in the re-articulation of our educational purpose; this underpins our strategy and is published here.

This plan is a statement of intent. It is not a straitjacket, nor does it dictate prescriptive outcomes. It identifies areas of priority and articulates the principles that lie behind the purpose.

So, while the direction is set, the route will develop. As it always has at Eton, that will emerge through the proactive interchange of ideas.

This plan is also an invitation. It marks the beginning of our latest chapter of shared endeavour which seeks to make Eton an even stronger charity and an even better school. That strength will come from our ability to draw on many differing perspectives, united by a shared belief in all that the College can contribute and achieve.

The leadership of the school is committed to clear and regular communication about our progress, to candour where there are hold ups, and to a sharp focus on the impact of our work.

Eton moves forward with ambition and with confidence.

**Simon Henderson**  
Head Master



# HONOURING TRADITION INSPIRING CHANGE



*“What am I fighting for? ...simply for about a hundred friends and a few acres of elms and turf, by a river, for red brick buildings and a grey chapel, and above all for the most tremendous tradition I shall ever know.”*

Logie Leggatt OE  
Letter from the Western Front, 1915

We are proud of Eton’s history and we cherish Eton’s traditions, some of which derive from our Christian foundation in medieval England.

We are committed to preserving this heritage both through caring for the buildings and artefacts bequeathed us and through sustaining and celebrating some of the habits, manners and language of our forefathers. This is a responsibility we take seriously.

But Eton is no museum and we will not flourish in the future by looking only to the past. The greatest honour we can pay those who went before is to ensure that the College that they loved remains a vital, respected and relevant institution in the Britain of today.

We embrace the challenge that change brings.







# THE PURPOSE OF ETON COLLEGE

Eton College is a charity for the advancement of education. At its heart sits an independent boys' boarding school which leads a dynamic range of educational activities and an expanding network of educational partnerships. The charity's primary purpose, determined from its Christian foundation in 1440, is to draw out the best of young people's talents and to enable them to flourish and make a positive impact on others through the course of a healthy, happy and fulfilling life.

In advancing this purpose, Eton is committed to an ethos which:

1. Encourages creativity, individuality, innovation and enjoyment through a broad vision of education based on wide-ranging academic and co-curricular opportunities
2. Enables boys to develop a strong understanding of themselves and their capabilities, while also empathising with others through a genuine appreciation for different people, different perspectives and different cultures
3. Develops enquiring minds and fosters a life-long appreciation of independent thinking and learning
4. Develops physical and mental health, emotional maturity and spiritual richness
5. Nurtures the value of leadership and service
6. Celebrates kindness, loyalty, gratitude, integrity and determination

In achieving this, Eton is committed to establishing a supportive and safe environment for its boys, its staff and the wider school community; this is the foundation of the trusting relationships formed between boys and adults, which is a particular feature of Eton life.

Eton has a competitive school culture in which boys are encouraged to pursue excellence in all its differing forms, to develop their strengths and to seek out new challenges. This often helps to drive personal and collective achievement, with the process being valued as much as the outcome.

Eton is more devolved and less centralised than many institutions. This deliberately gives greater autonomy to adults and to boys, who accept that with that autonomy comes responsibility and accountability. Rigorous planning and attention to detail are central to the school's sustained success.

Eton is proud of its history and heritage and honours many of its traditions; but the school has always had a dynamic relationship with its past and it is in balancing the old with the new that it finds inspiration for change in the future.





# EVOLVING THE CURRICULUM

Our curriculum must remain relevant and effective in best equipping Etonians to thrive in their adult lives. That means evaluating what we are teaching and how we are teaching it as well as assessing what boys are learning and how they are learning it.

We recognise that there is no single route to success and are committed to offering a flexible, rigorous and enriching curriculum and co-curriculum where Etonians pursue excellence for its own sake, within and beyond the schoolroom.

To achieve this, we will:

1. Review the balance, breadth and depth of Eton's academic curriculum, paying particular consideration to:
  - a. Enhancing further the extensive opportunities for academic enrichment
  - b. Supporting study skills and individual learning needs to ensure that all boys across our age and ability range can thrive academically
  - c. Introducing a dynamic programme in Social, Political, Health, Economic, Relationships and Environmental Education (SPHERE)
  - d. Preparing boys for university, for degree apprenticeships, for vocational education, for HM Forces and/or for the world of work
  - e. Assessing the potential impact and benefits of developments in the digital space, including AI
2. Review the balance, breadth and depth of Eton's co-curriculum, paying particular consideration to:
  - a. Extending provision for boys of all abilities, within the context of world-class facilities in sport, music and drama
  - b. Evaluating engagement and enjoyment in the co-curriculum
  - c. The right staffing model to deliver sustained excellence across the co-curriculum
3. Consider the shape of the school day and week, so as to provide the right framework to deliver our curriculum
4. Develop digital content of the highest quality through EtonX, with impact both at Eton and across our partnership programme
5. Make effective use of data to inform educational practice





# DEVELOPING OUR PASTORAL PROVISION

Eton's ethos prioritises exceptional pastoral care that nurtures physical and mental health, emotional maturity and spiritual richness.



A sense of community permeates every aspect of school life, allowing boys to feel confident in approaching a wide range of trusted staff who can provide specialist support and encouragement.

The Boarding House structure, in particular, enables boys to feel valued for who they are and to develop a strong understanding of their own identity within a supportive environment, whilst creating an appreciation for different perspectives and cultures.

We promote the welfare of our boys through a full boarding experience centred on celebrating kindness, gratitude, integrity, loyalty and determination.

To achieve this, we will:

1. Promote a kind and inclusive environment where every boy feels welcome and safe and where individuality and difference are celebrated
2. Support boys' social, emotional and intellectual development within and beyond the House community
3. Re-energise our tutorial programme as a source of cultural and spiritual richness
4. Build even stronger House teams to provide exceptional pastoral care throughout an expanding boarding provision
5. Provide improved shared spaces for boys to enjoy their social experience







# GROWING OUR CROSS-SECTOR CONTRIBUTION AND INFLUENCE

We believe that an institution of Eton's standing should make a significant contribution to the educational world beyond our walls.

Organisations which share good practice and whose mind-set is open and collaborative improve more rapidly themselves.

While strengthening, we seek to share; and the more we share, the stronger we become.

As we continue to increase our cross-sector contribution and influence, we will:

1. Build the capacity for Eton boys and staff to make a meaningful contribution to our partnership programme, to social action initiatives and to community engagement
2. Grow our educational partnership with Star Academies which seeks to drive social mobility, including through the establishment of three successful new sixth forms in Dudley, Middlesbrough and Oldham
3. Develop our existing partnerships, especially with Holyport College, The London Academy of Excellence, and the Thames Valley Learning Partnership
4. Continue to invest in widening access to Eton for talented boys from the broadest range of backgrounds
5. Extend opportunities for educational joint ventures and engagement with young people from other schools
6. Enable the Tony Little Centre for Innovation & Research in Learning (CIRL) to play a leading role in identifying and sharing best practice from across the education system, with impact both within and beyond Eton





# INVESTING IN OUR PEOPLE

In serving the best interests of the boys it is essential to have a talented, motivated and happy body of staff who have a voice in defining a common vision and ethos and who feel genuinely valued for what they do.

Eton celebrates difference, not conformity, and members of staff are encouraged to express their individuality. We also attach considerable importance to quality assurance supported by a well-planned system of professional training and development, careful review, and a meritocratic approach to appointments and progression.

As we look to support a staffing body which reflects the values and ambitions of a world class institution, we will:

1. Promote an ever more inclusive working environment which puts a premium on kindness, support, respect and recognition of individual contribution to the shared endeavour

2. Create further opportunities for all staff to access meaningful professional development and professional review which enables them to excel in their respective roles
3. Further promote opportunities which enable staff to support their physical and mental wellbeing
4. Demonstrate that Eton is a place where a diverse range of people can succeed in their careers
5. Continue to take steps to encourage applications from candidates from non-traditional backgrounds, particularly for teaching positions







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# SUSTAINING THE INSTITUTION

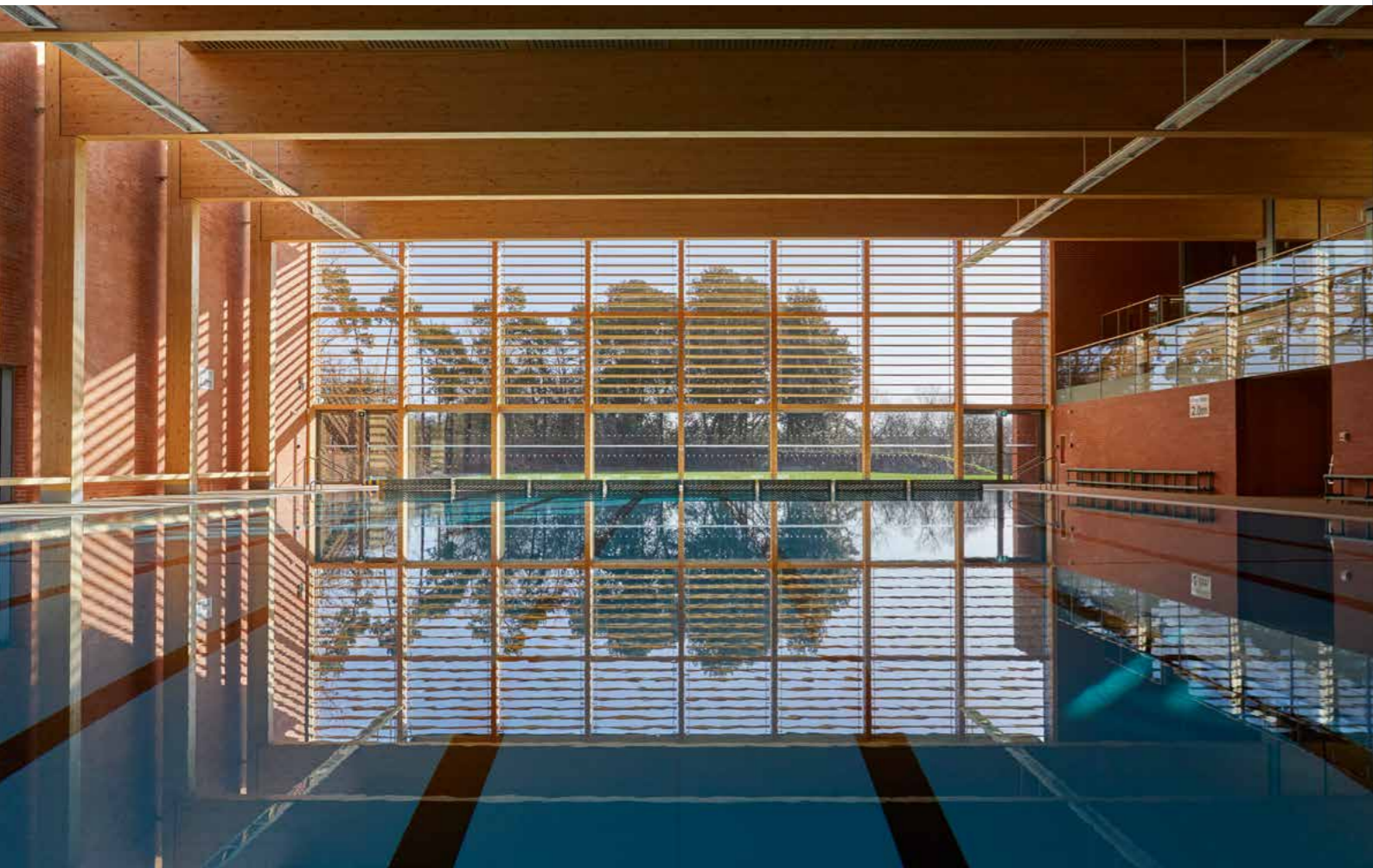
We do not take the strength of the College for granted. Everything we do today depends on the hard work and investment of those who went before us.

We are committed to sustaining the College both in strong financial shape and strong physical condition, as part of a longer term commitment both to financial growth and to ongoing physical renewal, integrated with environmental sustainability.

We recognise that Eton's impact extends beyond our walls and that we must work hard to extend that, as well as to explain ourselves and our purpose.

As we look to achieve this, we will:

1. Grow our capacity for sophisticated, thoughtful and proactive communication and engagement
2. Launch a long-term fundraising plan with the aim of growing the size of the College's endowment
3. Develop an effective plan for reducing our carbon footprint and ensuring the College's sustainable future
4. Maintain the historic fabric of the College and its collections and widen public access to its treasures
5. Continue to renew and refresh the estate to keep pace with future ambitions





# WHAT NEXT?

This strategy identifies our aims and ambitions but recognises that the process of delivering successful change is complex.

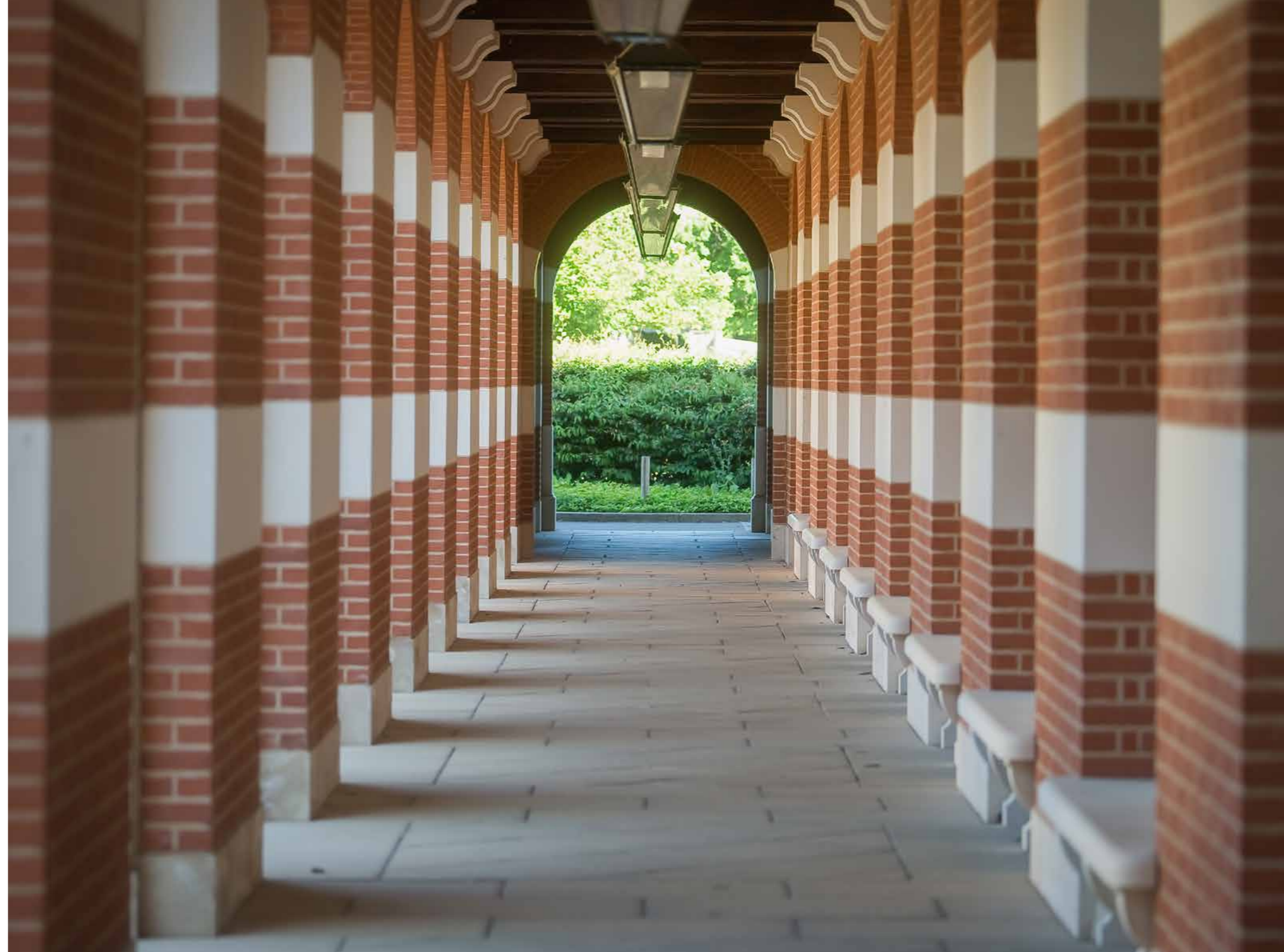
This document is not intended as a bland statement of intentions, to be forgotten as soon as it is published. Instead it is the first in a series of communications which will seek to chart the course of the next few years.

This will be followed by regular updates, some comprehensive, others more targeted, which will celebrate progress, identify and explain obstacles and provide the framework for an open and regular exchange of ideas.

We have started as we hope to go on.

If we are successful then Eton will continue to hold true to the educational philosophy which has driven our sustained success over many centuries. At the same time we will have transformed our standing as a charity for the advancement of education, through assimilating the best of the digital world, through engagement with our partners and through having secured a sustainable financial and physical future to match our ambition.

*Floreat Etona!*





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