

Strategic Update 2025



St Peter's School
YORK





Introduction

March 2025

As we move past the half-way point in the school year, I am glad to share with you the latest update on progress towards our strategic development plan.

The purpose of our strategic plan is to enable the school's mission to prepare pupils for confident, successful and fulfilled adult lives and to make a positive impact on their world. We define this as being able to make the most of their academic and personal potential, to have positive relationships in all aspects of their lives and to make an impact in their immediate communities and the wider world for the common good. We achieve this through our Four Keys: Qualifications, Skills, Interests and Values.

Our strategy breaks into two major objectives: educational excellence and future affordability. From this base, the following strategic goals have been identified in recent years for the next five-to-ten-year period.

- Academic excellence
- Outstanding development of qualifications, skills, interests and values through the co-curriculum and pastoral structures
- A business model which adapts to reflect changes in pupil numbers
- Convert the existing structure into a two-school model with a clear brand identity
- Develop a clear and costed Campus Master Plan to significantly enhance facilities
- Develop opportunities for revenue generation beyond fee income
- Clear financial planning
- Foster a wide range of partnership links with institutions in the local and regional community.
- Nurture an effective structure of Governance and Leadership

No strategic development plan can be static, and it is expected that this will develop over time as circumstances change, with some goals being completed and new ones being established. There is no doubt that we like all other independent schools are facing challenging times following the imposition of VAT on school fees as well as changes to business rates and NI contributions. As you will see from the information below, we will be making judicious investment to continue the development of our school which will be carefully balanced with cost controls.

I do hope you find this interesting and look forward to discussing this update in more detail in the upcoming parent forums.

Jeremy Walker
Head Master





Strategic Plan Updates from September 2025

Academic Excellence

Flow of Education

- Year 4 will be taught in a thematic approach, building on from the learning at 2-8 to ensure consistency of pedagogy across Lower Key Stage 2.
- Year 4 will no longer have Saturday school which will begin the phasing out of Saturday school before the move to a Junior/Senior School structure.
- Introduction of Psychology A Level. This is one of the most popular A Level subjects in the UK and a welcome addition to our curriculum.
- Schemes of work documents are being written to reflect the flow of learning in Key Stage 3 from Years 7 to 9. Our aim is to provide a smooth transition through the first Senior School year groups in order to be ready for the two-school structure. This work will be led by Heads of Department in 13-18 and 8-13.
- As we launched in September 2024, Science teachers will continue to work across all Senior year groups (Year 7 to Upper Sixth)
- We will maintain, and look to extend in some subjects, colleagues teaching across 8-13 and 13-18 so that a smooth transition to teaching across a greater range of year groups in the Senior School for individual teachers is achieved.

Preparing pupils for confident, successful and fulfilled adult lives

- We will begin the rollout of 1-1 devices, starting with Year 9 and 10 in September 2025, with further rollout to other Senior School year groups to follow. This will allow harmonising of a number of teaching approaches and pastoral practices as well as incorporate the benefits of technology.
- The rollout of devices means that we will no longer rely on pupils having their smartphones on them during the school day. Currently, no pupils have smartphones during the school day as far as Year 8. This will be extended to Years 9 and 10 from September.
- The approach already used in younger year groups where iPads are integrating into everyday learning will continue to be embedded in Years 4 to 6. We are investing in additional iPads from September so that each of the Junior School year groups will have access whenever they are required in the curriculum. Pupils at 8-13 will also continue to have access to Windows-based devices to ensure that they have a breadth of understanding.





Outstanding development of qualifications, skills, interests and values through the co-curriculum and pastoral structures

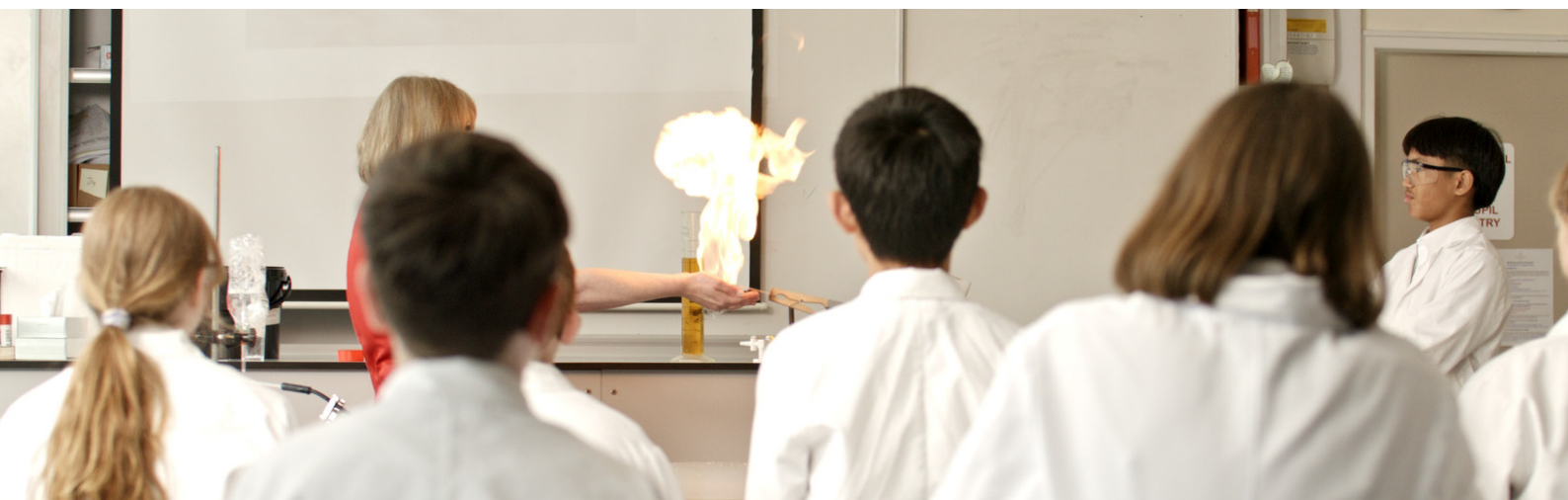
Flow of Education

- From September 2025 we will move towards using a common language for various roles across all of St Peter's. This will bring greater clarity for parents and pupils.

Each pupil will be part of a Tutor Group (previously a Mentor Group at 8-13) and their overall pastoral care will be coordinated and monitored by their Houseparent (previously their Head of House/Houseparent). The overall pastoral care at 2-11 will remain with the class teacher. We will also be changing the names of our year groups to bring more continuity and clarity for pupils and parents.

Our year groups will be as follows:

- Nursery, Reception, Year 1-3 – No Change
 - J1 → Year 4
 - J2 → Year 5
 - J3 → Year 6
 - J4 → Year 7
 - J5 → Year 8
 - Third Form → Year 9
 - Fourth Form → Year 10
 - Fifth Form → Year 11
 - Lower Sixth Form, Upper Sixth Form – No Change
- We are planning to have an increase and overlap of pupils from different sections of the school speaking in Chapel and assemblies across St Peter's 2-18. We are also working on a plan to have assemblies and chapels for Years 7 to 9.
 - We are launching a Parent Engagement Programme across the whole school. Our programme focuses on sharing accessible, practical and strategies with parents and carers on areas such as childhood and adolescent development. This focus on developing sustainable relationships enables us to develop greater shared understanding.
 - New more flexible options for boarding will be launched. This includes increased options for part time boarding and flexi boarding as well as exam boarding for GCSE and A Level Day pupils from Easter 2025. We are also introducing short-term boarding stays for European pupils including one term, two term and half term immersions.





Pastoral Care

- Upper Sixth pupils will sign up to be trained to mentor Year 9 pupils and current Year 11 pupils will sign up and trained to buddy new Lower Sixth pupils.
- Zones of Regulation will be used to support wellbeing from Reception to Year 4.

Broadening skills and interests through the co-curricular programme

- We plan to introduce additional numbers of clubs running after school for pupils at 2-8 and 8-13.
- Where appropriate we will be combining clubs across the two schools where clubs are offered on an age-aligned basis, for example a club offered to Years 7 to 9, or Years 8 to 10. This has already started with a few sports activities such as volleyball.
- From September, the Mini Duke will run at 2-8 for Year 1 and Year 2, and the Junior Duke programme will start from Year 3 (Bronze), Year 4 (Silver), Year 5 (Gold) and Year 6 (Platinum). Year 7 and 8 will continue the same programme at 8-13.
- The Star Theatre Academy (Performing Arts) will be offering a Co-curricular programme from Reception to Year 8.
- Year 4 will have one of their Games sessions on a Monday periods 6 & 7 and Year 5 & 6 will have one of their Games sessions on a Wednesday periods 4 & 5. This makes better use of the school's resources, making them available to all pupils and will accommodate the needs of the Senior School.
- At 13-18, we will be moving Curriculum Games from Monday afternoon to Tuesday afternoon, adding Monday Period 8 for Years 9 and 10. This will help ensure better provision for Games and fixtures for these two year groups and is consistent with our plans for two schools.
- The development of the campus masterplan allows us to move away from House changing rooms at 13-18 to make best use of our changing spaces. We are creating bag store rooms for large sports bags and ensuring lockers are placed in locker rooms/spaces so that changing rooms can be utilised by different pupils at different points in the week. By replanning these areas we will make better use of time and space as well as provide closer monitoring of pupils.

Experiences outside the classroom

- An updated programme of Residential Visits will be introduced from Year 3 to Year 8.
- We are revising the timing and focus of the current Junior Sports tour in Year 8 and moving this into Year 9. Commencing in the academic year 2025/6, Year 8 will have a broader based overseas residential for all pupils which would combine the current Sports tour and the end of year residential into one.



A business model which adapts to reflect changes in pupil numbers

- To accommodate our growing Nursery there will be two pre-school classes (Conkers) from September 2025 with each class having a teacher. Conkers will be housed in the current Nursery with Acorns moving to the Reception classroom situated off the EYFS playground.
- There will be two Reception classes as opposed to three with the aim of returning to a three-class entry for September 2026.
- A pilot school bus scheme is being explored from Wetherby, Boston Spa and a number of villages between there and the school. More information will be shared with parents in the summer term.

Convert the existing structure into a two-school model with a clear brand identity

- As the updates on academic excellence, development of co-curricular and pastoral and the campus masterplan demonstrate, we are well on our way achieving our goal of creating a two-school model by September 2027.
- Academic, pastoral and co-curricular structures will continue to align throughout the 2025/6 academic year.
- Admissions to the school are now made on a two school basis with open events, assessment days and induction sessions aligned to the new structure.

Develop a clear and costed Campus Master Plan to significantly enhance facilities

- Work on 13-18 is anticipated to finish at Easter providing a new cricket pavilion and conference meeting space, additional changing facilities and refurbishment throughout the ground floor.
- The library at 8-13 will be moved to the new Junior School location in the Conference Room by September 2025.
- Cladding and refurbishment of classrooms in a substantial section of 8-13 will commence in the summer creating new classrooms and entry points to the school.
- Work on Wentworth House will also commence in the summer to create the first phase of the Sixth Form Centre.





Develop opportunities for revenue generation beyond fee income

- We are exploring properties to establish standalone nurseries in and around York. Each proposed site is evaluated to understand viability, commercial returns and whether it would be a potential feed to the Reception class.
- We now have a full programme of holiday camps and clubs run by third party providers and by the school.
- Our first overseas school, Yingya St Peter's on the Chinese island of Hainan, continues to bring in a steady revenue stream. Pupils from the school came for a summer camp and this is being run again in 2025.
- Opportunities for opening additional international schools, as well as providing consultancy and training to existing schools, are being actively explored in seven different countries.

Clear financial planning

- We continue to look at our income and expenditure lines and review costs to ensure the most efficient use of resources.
- We have created a 10 year financial model which allows us to plan for different scenarios including pupil number changes, fee changes and operating cost assumptions.
- The Governors and Senior Leadership Team have formed a working group to focus on future financial sustainability which with our current strong financial position enables us to create contingency plans for the changes which VAT and other external forces might bring.

Foster a wide range of partnership links with institutions in the local and regional community

- Continue to build our participation in the York Independent and State Schools Partnership through the delivery of masterclasses, summer school, GCSEs in Latin and Astronomy and the Merchant Adventurers business enterprise project.
- Grow our relationships with local primary schools including Clifton Green and Burton Green schools.
- Continue to build our public lecture series including stargazing in partnership with the University of York, the York Literature Festival and the York Festival of Ideas.
- Share our facilities with local community groups.



Nurture an effective structure of Governance and Leadership

- Bill Woolley will be stepping down from the Board and as Chair of Governors at the end of this academic year after 13 years on the Board. Bill has made an enormous personal contribution to the school and dedicated a huge amount of time to governance. During his time the school has grown significantly whilst maintaining the high quality of education together with financial stability. Investment to improve facilities has been an important feature throughout including for example the Pascal Building and Boat House. Other achievements for the school saw the opening of Yingya St Peter's in China, becoming the choir school for York Minster and the creation of a campus masterplan which will enable the two-school model and new Sixth Form Centre. We will be making the time to thoroughly recognise Bill's contributions and thank him formally later this year.
- We are delighted to announce that Catherine Baker has been elected as the new Chair of Governors from September 2025. Catherine is a former City lawyer whose first qualification was as a tennis coach, and whose first love has always been sport. Her three sons were all educated at St Peter's. Catherine has spent the second half of her career combining her twin passions of sport and leadership. She works with many of our elite athletes and coaches, as well as a large number of the leading CEOs in the sports sector and in business. She maintains strong links to the legal sector both through coaching senior lawyers, and through her role as Chair of O Shaped, an organisation aimed at making the legal profession better. Catherine is also Vice Chair of the Dame Kelly Holmes Trust.



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