



**ESF**  
英基

**Inspiring Futures.**

**ESF**  
**Strategic Plan**  
A vision for 2015-2020

the 1990s, the number of people in the UK who are employed in the public sector has increased by 1.5 million, from 2.5 million in 1980 to 4 million in 1998. The public sector has become a major employer in the UK, and its growth has been a key factor in the overall growth of the economy.

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# Message

## from the Chairman

I am proud to present the ESF Strategic Plan, a vision for 2015-2020. The plan sets out a clear direction for our work for the period 2015-2020, the first stage in the transition from partial subvention to full fees-based funding. Our plan is to ensure that ESF is able to continue its work as Hong Kong's longest-established provider of high-quality, English-medium, school education.

ESF is in a strong position, but is moving into a new era. To prepare for this, the ESF community has worked together over the past year to review our vision and statement of mission and we have set our sights firmly on the future. With 48 years' history, ESF is the largest provider of international education in Hong Kong. We serve over 17,500 students from pre-school to secondary and will open another kindergarten in 2016 bringing our total number of schools to 22. We are proud of our dedicated staff, our students' continuing success and the excellence of our provision.

The new strategy builds on the 2012-2015 plan, responding to existing and potential changes, challenges and opportunities in the Hong Kong educational landscape.

In particular, our plan is strongly informed by the reality that the market for English language education in Hong Kong is becoming more competitive as more international schools are established. Furthermore, there is an increasing demand for places in English-medium schools for students with special educational needs. In all of our work, the provision of high quality education directed towards enabling every student to achieve his or her potential will remain at the heart of ESF's work.

I would thank all ESF colleagues, parents and committee members who have contributed to the development of this strategy. I would invite everyone in the ESF community to work together with us to implement and support the implementation of the plan, ensuring that we take every opportunity to drive excellence for all.

Yours sincerely,



Abraham Shek, GBS, JP  
Chairman  
ESF Board of Governors  
September 2015





# Message

## from the Chief Executive Officer

Over the last year I have worked very closely with ESF's Board, school councils, principals, teachers, staff and parents thinking together about the long-term future for ESF. We started by reviewing our vision, mission and the core values underpinning ESF's work. These are the drivers for developing the strategy for the next five years and beyond, based on the solid foundation of our past work.

To inform our planning, we conducted extensive research into perceptions of ESF, the relative strengths of our work and those areas where we can improve further. The picture which emerged was positive, with important key strengths. In addition to our more clearly-defined sense of common purpose, quality of our team and supportive community position is a sharper focus on how we achieve excellence in every aspect of our work.

The strategic intent, our expression of the focus of this strategy, ***is to drive best practice in teaching and learning for every learner, every day***. This will be achieved through delivery of four strategic objectives: **Education, Organisation, Communications and Financial Sustainability**.

32 priority actions have been identified to support the achievement of our goals. These actions will form the basis of the operational plans that drive the day to day activity within ESF over the life of the plan, including some work which will extend beyond 2020.

The development of this strategy was based on extensive and frequent engagement with stakeholders, both internal and beyond the organisation. We will continue to engage widely as we implement our plan and refocus our work progressively.

Our vision is for every student to be the best that they can be. I look forward to working with everyone in the ESF community to make this a reality, achieving the goals set out in the Plan.

Yours sincerely,



Belinda Greer  
Chief Executive Officer  
September 2015





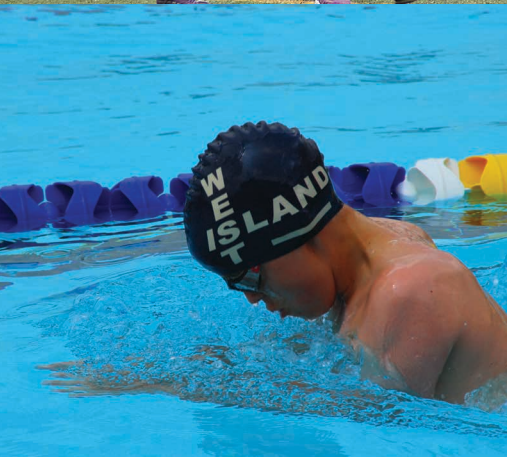




# ESF Strategic Plan

A Vision for 2015-2020

**Our Vision**  
is for every student to be  
the best that they can be.







# Our Mission

is to inspire creativity and nurture the global citizens and leaders of the future.

We will do this by creating joyful learning environments, led by a community of exceptional teachers, who bring out the best in every child through a personalised approach to learning and by inspiring curious minds.

# ESF Strategic Plan

## Core Values

OUR CORE VALUES ARE WHAT WE BELIEVE ARE IMPORTANT AND WHAT GUIDE US TO ACHIEVE OUR VISION AND MISSION.

### Inspiring minds

We create joyful learning environments that foster curiosity, creativity and a desire for personal growth.

### Embracing individuality

We bring out the best in every child.

### Leading by example

We always strive to be the best that we can be, setting high standards and sharing best practice.

### Optimising our network

Together we are stronger. Our size and scale help us collaborate across schools.

### Being accountable

We work to high professional standards in all that we do, taking responsibility for our outcomes.

## Culture

AS ONE ORGANISATION WITH 22 SCHOOLS, A NUMBER OF PROGRAMMES AND SUPPORT SERVICES WE SHARE THE SAME CULTURE THAT DEFINES WHO WE ARE.

### Welcoming

We are open and approachable, providing welcoming environments which celebrate diversity.

### Influential

Making a difference matters to us. Everyone in ESF believes that they are able to make a positive impact on developing best practice and achieving excellent outcomes.

### Responsible

We take our responsibilities seriously and consider the impact of our work on others.

### Caring

We care for and nurture each child, staff member and everyone in the ESF community.

### Inclusive

We embrace diversity and effectively meet individual needs through personalised learning and professional support.

## Performance

HOW WE MEASURE OUR SUCCESS.

### Exceptional teachers

Our reputation and scale enable us to attract and develop the best talent and to build a community of exceptional teachers who bring out the best in every child.

### Joyful learning environments

We create environments where students enjoy learning, develop curiosity and are inspired to be creative thinkers.

### Curriculum expertise

We are leaders in curriculum development. We ensure learning is relevant and reflects cutting-edge innovation in education.

### Best value

Our size, scale and shared resources enable us to deliver high quality education and operational efficiencies.

### Exceptional achievement

ESF students are confident, responsible, well-rounded individuals with a passion for learning. Students' wider achievement and our academic performance puts ESF among Hong Kong's top schools and compares well against worldwide average. ESF graduates gain access to leading universities worldwide.



# Strategic Plan

## 2015 - 2020

### STRATEGIC INTENT

- To be a key driver of best practice in teaching and learning.

### STRATEGIC OBJECTIVES

- To establish ESF's model of education as relevant, on the cutting-edge of global innovation in education, producing excellent outcomes for our students.
- To operate as an efficient, effective and unified organisation, fully optimising our assets to enhance the provision of education, generating best value and developing ESF's presence as a leader in education.
- To create and sustain a profile for ESF which positively and credibly differentiates ESF from competitors and leads to ESF being consistently recognised as the education system and employer of choice.
- To deliver financial security through a sustainable funding model.



# Strategic Goals

## Our 4 key pillars

1

### EDUCATION

- DELIVER EXCEPTIONAL LEARNING OUTCOMES FOR ALL STUDENTS.
- SUPPORT PROFESSIONAL THINKING, PRACTICE AND COLLABORATION TO ENSURE ESF DELIVERS AN EDUCATION WORTH HAVING NOW AND FOR THE FUTURE.
- DEEPEN PARTNERSHIPS ACROSS ESF SCHOOLS AND WITH PARENTS AND THE WIDER COMMUNITY.

2

### ORGANISATION

- GENERATE VALUE BY LEVERAGING THE ECONOMIES OF 'ONE ESF', A UNIFIED ORGANISATION.
- DEVELOP PRODUCTS AND SERVICES RECOGNISED AS LEADERS IN EDUCATION THAT CAN BE TAKEN TO THE MARKET.
- EXPAND AND STRENGTHEN OPERATIONS IN ALIGNMENT WITH MARKET DEVELOPMENT AND DEMOGRAPHIC SHIFTS.

3

### COMMUNICATIONS

- BROADEN AND DEEPEN AWARENESS OF ESF'S ACHIEVEMENTS WITH ALL KEY TARGET AUDIENCES.
- STRENGTHEN THE VISUAL CONNECTION BETWEEN ALL ESF SCHOOL IDENTITIES AND ESF, WHILE PRESERVING INDIVIDUAL SCHOOL IDENTITIES.
- ESTABLISH A CONSISTENT, COHERENT AND COMPELLING PRESENCE FOR ESF IN ALL ITS CHANNELS OF COMMUNICATION.

4

### FINANCIAL SUSTAINABILITY

- ENSURE SUFFICIENT SUPPORT FOR FUTURE CAPITAL PROJECTS AND EXPANSION OF THE ORGANISATION.
- ENSURE THE OPERATION IS SELF-SUSTAINABLE AND BEING RUN EFFICIENTLY.
- ESTABLISH A CULTURE OF GIFT-GIVING AND FUNDRAISING TO GENERATE FUNDS FOR ACTIVITIES WITHIN THE ORGANISATION.



## STRATEGIC INTENT

- To be a key driver of best practice in teaching and learning.

## STRATEGIC OBJECTIVE

- To establish ESF's model of education as relevant, on the cutting-edge of global innovation in education, producing excellent outcomes for our students.

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## ESF Design Principles for Learning

- Creating an environment where learners flourish;
- Enabling engagement and action through learning steeped in authentic contexts;
- Cultivating strengths through personalised learning;
- Developing relationships in and across schools and with parents and partners.

## ESF Learning Goals

LEARNERS IN ESF ARE DEVELOPING THE ABILITY TO BE:

- Active and engaged learners;
- Collaborative contributors;
- Responsible global citizens;
- Critical and creative thinkers;
- Effective communicators;
- Healthy and resilient individuals.

# 1 Education

## Strategic Goals & Priority Actions

### **DELIVER EXCEPTIONAL LEARNING OUTCOMES FOR ALL STUDENTS**

1. Develop and deliver a coherent curriculum enabling breadth, continuity and progression in learning for 3 to 18.
2. Develop and implement a personalised approach to learning that promotes well-being and effectively meets students' needs.
3. Quality assure effectiveness of learning and teaching.

### **SUPPORT PROFESSIONAL THINKING, PRACTICE AND COLLABORATION TO ENSURE ESF DELIVERS AN EDUCATION WORTH HAVING NOW AND FOR THE FUTURE**

4. Develop systems and resources to enable professional reflection and review to identify teachers' strengths and areas for development.
5. Facilitate and support professional development and networking opportunities focused on research and innovation which emphasise quality and relevance and maintains ESF's position as a leader of best practice in teaching and learning.
6. Attract, develop and retain the best teachers and education leaders.

### **DEEPEN PARTNERSHIPS ACROSS ESF SCHOOLS AND WITH PARENTS AND THE WIDER COMMUNITY**

7. Make information about students' learning and the curriculum more readily available to parents enabling them to support their children's learning.
8. Develop and promote a culture of working collaboratively across schools and in innovative ways to enhance students' learning.
9. Establish and strengthen partnerships with external agencies to support learning.





## STRATEGIC INTENT

- To be a key driver of best practice in teaching and learning.

## STRATEGIC OBJECTIVE

- To operate as an efficient, effective and unified organisation, fully optimising our assets to enhance the provision of education, generating best value and developing ESF's presence as a leader in education.





# ② Organisation

## Strategic Goals & Priority Actions

### **GENERATE VALUE BY LEVERAGING THE ECONOMIES OF 'ONE ESF', A UNIFIED ORGANISATION**

- 10. Further extend current work on realigning ESF governance structure and process; ultimately propose changes to the ESF Ordinance (Cap 1117).
- 11. Realign leadership and management systems and structures to improve efficiency.
- 12. Establish a consistent, unified admissions process from ages 3 to 18, creating a true through-system experience.

### **DEVELOP PRODUCTS AND SERVICES RECOGNISED AS LEADERS IN EDUCATION THAT CAN BE TAKEN TO THE MARKET**

- 13. Develop market-ready products from ESF training model, education consultancy practice, school review approaches and education management expertise.
- 14. Achieve accreditation of ESF teacher and leadership training courses by developing partnerships with tertiary and higher education institutions.
- 15. Identify and capitalise on opportunities to commercialise school management systems (HR, operations and IT).

### **EXPAND AND STRENGTHEN OPERATIONS IN ALIGNMENT WITH MARKET DEVELOPMENT AND DEMOGRAPHIC SHIFTS**

- 16. Agree a growth strategy for the ESF estate, encompassing existing sites and new market opportunities.
- 17. Model and trial specific alternative strategies for provision (eg, different delivery models.)
- 18. Agree a prioritisation matrix and supporting rationale for new market expansion opportunities based on prevailing risk appetite and availability of opportunity.



### STRATEGIC INTENT

- To be a key driver of best practice in teaching and learning.

### STRATEGIC OBJECTIVE

- To create and sustain a profile for ESF which positively and credibly differentiates ESF from competitors and leads to ESF being consistently recognised as the education system and employer of choice.



# ③ Communications

## Strategic Goals & Priority Actions

### **STRENGTHEN THE VISUAL CONNECTION ACROSS ESF TO PROMOTE OUR UNIQUE STRENGTHS AND VALUE**

19. Develop and implement a single brand architecture structure that ensures alignment across our schools and recognition of the ESF brand.

### **ESTABLISH A CONSISTENT, COHERENT AND COMPELLING PRESENCE FOR ESF IN ALL ITS CHANNELS OF COMMUNICATION**

20. Design, create and implement a systematic approach to communication channels and content that ensures effective access to, and distribution of, relevant information by key stakeholders.

### **BROADEN AND DEEPEN AWARENESS OF ESF'S ACHIEVEMENTS WITH ALL KEY TARGET AUDIENCES**

21. Deliver coherent and consistent messaging to promote ESF's unique attributes in education through effective channels.

22. Promote ESF-wide celebration and sharing of achievements which evidence the value of the *ESF education worth having*.

23. Develop constructive and proactive relationships with the media to ensure positive coverage.





### STRATEGIC INTENT

- To be a key driver of best practice in teaching and learning.

### STRATEGIC OBJECTIVE

- To deliver financial security through a sustainable funding model.





# 4 Financial Sustainability

## Strategic Goals and Priority Actions

### ENSURE SUFFICIENT SUPPORT FOR FUTURE CAPITAL PROJECTS AND EXPANSION OF THE ORGANISATION

- 24. Develop and agree balance sheet metrics.
- 25. Determine risk appetite.
- 26. Develop, agree and implement an Investment and Property Asset Strategy.

### ENSURE THE OPERATION IS SELF-SUSTAINABLE AND BEING RUN EFFICIENTLY

- 27. Review, develop and implement alternative funding models for school resource allocation to maximise effectiveness and efficiencies.
- 28. Develop and agree contingency, fee, and competitive total reward strategies.
- 29. Develop an operating framework for school structure and management to enhance efficiency and effectiveness of the organisation.

### ESTABLISH A CULTURE OF GIFT-GIVING AND FUNDRAISING TO GENERATE FUNDS FOR ACTIVITIES WITHIN THE ORGANISATION

- 30. Develop and implement the fundraising strategy with a focus on the Island School redevelopment.
- 31. Working with our community, identify and develop key fundraising relationships.
- 32. Build a fundraising culture engendering a collective responsibility for fundraising.

## **ENGLISH SCHOOLS FOUNDATION**

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