



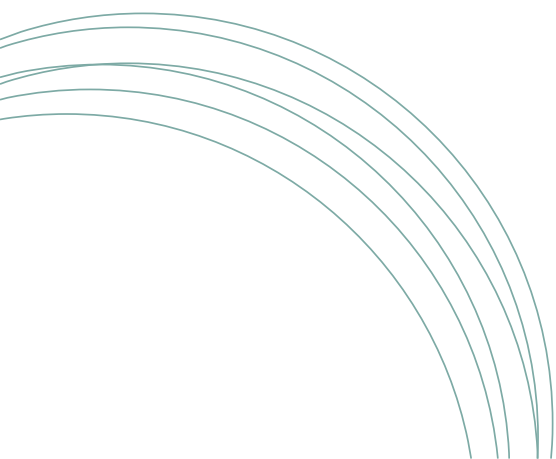
Derwent Training

TRAINING FOR YOU

Strategic Plan

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Introduction

Derwent Training is more than a training centre. We are an agile skills hub and strategic partner empowering employers to develop their in-house talent, scale their operations and increase their productivity & profitability.

We enter this next strategic planning cycle at a time of significant economic, social, and political change both locally and nationally. This strategic plan is built on a review of our current position and analysis of external drivers.

Uncompromising safeguarding, regulatory compliance, and environmental sustainability form the bedrock of all our actions, operating procedures, and strategic decisions.

While our landscape evolves, our core values remain unchanged. They actively guide our decision-making and define who we are and how we operate: acting with respect and trust, leading through collaboration and teamwork, and demanding excellence in all that we do.

Our refreshed vision and mission build on our strengths and reflect a clear direction of travel toward excellence, growth, and long-term sustainability. It is an ambitious and demanding roadmap, but one that is entirely achievable. It is driven by our profound belief in the transformational power of education and technical training.

Shifting political landscapes, regional devolution, and a volatile global environment require providers to be agile, responsive, and forward-thinking. North Yorkshire continues to face persistent skills shortages and economic inequalities. As a key player in supporting regional workforce development and social mobility, Derwent Training is actively responding to low aspirations, the ongoing mental health crisis, and digital skills gaps across the region. We do this by designing targeted curriculum opportunities that enable employers to upskill, reskill, and enrich their current and future workforces.

On behalf of myself, the Chair, and the Board of Directors, I thank you for your ongoing support. I look forward to continuing our work together to achieve our vision

Claire E Gavaghan MA.Ed
CEO

Vision

Train 5,000 people in 5 years

Mission

Driven by exceptional teaching, rigorous standards, and continuous improvement, we deliver industry-leading training with outstanding support.

Values & Behaviours

We are committed to our community, both locally and nationally. We place demands on ourselves to deliver high performance. To do this we demonstrate our values daily.

Respect

Our actions, behaviours, and treatment of others demonstrate our belief in each other as a community. We champion an inclusive environment where every voice is heard, diverse perspectives are valued, and mutual accountability drives our shared success. By treating our learners, employers, and colleagues with unwavering dignity, we build the trusted relationships essential for high performance.

Trust

We trust each other to perform our roles to a high standard, continually developing our skills and working honestly to achieve our vision and mission. Trust is the foundation of our autonomy; we empower our people to take ownership of their work, confident that every team member is committed to operational excellence and mutual accountability. We act with integrity in every interaction, ensuring our learners, employers, and colleagues can always rely on our word and our delivery.

Teamwork

Everyone works to a high level and is accountable to their colleagues; we understand that their success is our success. True teamwork at Derwent Training means breaking down silos, sharing expertise openly, and collaborating with purpose. We support each other to meet our rigorous operational standards, knowing that our goals, including our vision for growth, can only be achieved when we pull together as one cohesive, high-performing unit.

Excellence

Excellence is our standard, not our goal. We refuse to settle for 'good enough' in any aspect of our delivery, operations, or support. For us, excellence means executing our daily procedures with precision, continually challenging the status quo, and embracing feedback to refine our practices. By holding ourselves and each other to the highest benchmarks, we ensure that every learner and employer experiences the absolute best of what Derwent Training has to offer.

Leadership

Leadership is a mindset, not a job title. At all levels, everyone takes complete responsibility for their performance, raising the bar and holding their standards high by executing key activities with precision. True leadership at Derwent Training means taking proactive ownership of challenges, modelling our core values daily, and inspiring excellence in others. We empower every team member to lead from their position, driving the continuous improvement that fuels our collective growth.

Strategic Priorities

Leadership & Governance

Effective leadership and governance are the cornerstones of our operational success, institutional reputation, and long-term sustainability. At Derwent Training, we ensure that exceptional leadership cascades through every layer of our organisation, empowering our teams to execute our strategic objectives and continuously raise our collective standards.

Where We Excel

- **Visionary Strategic Direction:** We operate with a clear, compelling, and measurable five-year strategy that aligns our day-to-day operations with our ultimate growth targets.
- **Robust, Independent Governance:** Our well-structured Board of Directors provides rigorous oversight and independent, diverse expertise, ensuring strong compliance and ethical direction.
- **Effective Operational Leadership:** Backed by an active governance framework, our leadership team drives high performance while remaining highly responsive to regional training needs.
- **Stability & Succession Planning:** Proactive workforce planning across both our governance board and staff teams ensures long-term institutional continuity, stability, and growth.
- **Proactive Risk Management:** We maintain a comprehensive approach to risk management, anticipating operational shifts to ensure total regulatory compliance and financial resilience.

Our Non-Negotiables

- **A High-Performance Culture:** We foster an uncompromised environment of accountability and excellence across all roles.
- **Adherence to Operational Standards:** Every team member is expected to execute our high standard operating procedures with consistency and precision.
- **Ownership at All Levels:** We hold ourselves and each other to account, ensuring that responsibility for performance is shared collectively.
- **A Supportive Growth Mindset:** We recognise that minor errors are opportunities for continuous improvement; we lean on our core values of respect, trust, and teamwork to learn, adapt, and move forward together.

Our Strategic Implementation

- **Enhancing Governance Expertise:** We will continue to harness the diverse knowledge, skills, and strategic networks of our Directors to further strengthen corporate compliance and best practices.
- **Developing New Channels of Delivery:** We will develop new channels for the delivery of training using and expanding our physical and human resources.
- **Expanding Revenue Streams:** We will develop new streams of income that take us towards our vision.
- **Developing Future Leaders:** We are committed to developing and retaining a visionary, high-performing staff team that is fully equipped to drive our strategic vision, champion operational excellence, and successfully train 5,000 people over the next five years.

Communication & Engagement

Clear communication and proactive engagement are the lifelines of our ongoing success as a training provider. By genuinely empowering our people and listening to our stakeholders, we unlock our full potential, maximise our regional impact, and build lasting professional networks.

Where We Excel

- **High Stakeholder Satisfaction:** Our annual employer, learner, and staff surveys consistently yield excellent feedback, reflecting deep trust and satisfaction across our entire network.
- **Proactive School Partnerships:** We maintain highly positive relationships with regional schools, working collaboratively to provide vital career advice, guidance, and early apprenticeship pathways.
- **Robust Client & Stakeholder Networks:** We nurture strong, mutually beneficial connections with current clients and an expansive range of regional organisations to deliver high-quality training.
- **Targeted Market Insights:** We have built and utilised an extensive database of regional client prospects, ensuring our engagement efforts are focused and highly effective.
- **Streamlined Internal Systems:** Our current back-office frameworks cleanly support our daily administrative and communication workflows.

Our Non-Negotiables

- **Active Engagement:** We maintain consistent, transparent, and meaningful communication with our staff, current learners, and both new and existing employers.
- **Uncompromising Safety & Safeguarding:** We guarantee a safe, secure environment for every individual, ensuring all learners are fully protected both at our Training Centre and within their respective workplaces.
- **Dynamic Digital & Marketing Accuracy:** Our website and public marketing are strictly maintained to ensure information is always current, accurate, and accessible.
- **Accountability to Targets:** Our sales initiatives actively drive recruitment momentum, and our training teams consistently meet their core caseload activity benchmarks.

Our Strategic Implementation

- **Cultivating an Inclusive Learner Community:** We will consolidate and promote an inclusive learner environment that champions active participation, builds personal aspiration, and continuously enriches the learner experience.
- **Deepening Impact-Driven Employer Partnerships:** We will strengthen our strategic alliances with regional businesses, ensuring our training frameworks are perfectly tailored to boost operational efficiency and deliver immediate value to their bottom line.

Curriculum & Quality

Delivering an exceptional, high-quality curriculum that directly aligns with national, regional, and local skills needs is of paramount strategic importance to Derwent Training. We are committed to fostering learning environments that inspire excellence, drive continuous improvement, and equip our learners with the technical mastery required to thrive.

Where We Excel

- **Strategic Skills Alignment:** Our curriculum architecture is precisely mapped against national and regional skills requirements, ensuring our training remains highly relevant and impactful.
- **Targeted Quality Provision:** We continuously refine our educational offer, focusing our resources where we can address critical skills gaps while maintaining uncompromised quality.
- **Capacity for Growth:** We have strategically increased capacity within our Business Support Team, creating the administrative engine required to drive and sustain further organisational growth.
- **Rigorous Quality Assurance:** We embed robust self-assessment and proactive quality assurance activities across all programmes to drive systematic, continuous improvement.
- **Cultivating Innovation:** Dedicated professional development weeks and staff innovation days empower our delivery team to push teaching standards higher and share best practices.
- **State-of-the-Art Environments:** Continuous investment in our physical infrastructure and modern facilities ensures we provide industry-standard learning environments.

Our Non-Negotiables

- **Systemic Performance Standards:** Key performance activities are non-negotiable standard practices across our team, executed consistently without exception.
- **Collective Excellence in Delivery:** Our instructional and support teams work in total alignment to deliver all training to an outstanding, uniform standard.
- **Standardised Curriculum Frameworks:** Comprehensive schemes of work are implemented for all units in a standardised format, ensuring structural consistency across all programmes.
- **Punctuality & Precision:** All learning sessions commence and conclude precisely on schedule, maximising instructional time.
- **Timely Assessments:** Evaluative assessments are executed strictly at the planned interval to support learner momentum.
- **Systematic Progress Tracking:** Learner progress reviews are systematically and rigorously undertaken, ensuring no learner is left behind.

Our Strategic Implementation

- **Dynamic Curriculum Evolution:** We will continually review and evolve our curriculum offer, ensuring it remains fluid and hyper-responsive to changing economic demands and regional skills deficits.
- **Sustainable Growth & Financial Resilience:** We will achieve sustainable growth and long-term financial prosperity by expanding our existing markets, aggressively exploiting new training opportunities, and delivering internal operational efficiencies.

Measuring Performance

KPI category	KPI ref	KPI Description	2026-27	2030-2031
Sales	1	Number of potential new clients contacted	2,500	2,500
		Cumulative number of people trained	750	5,000
Achievement	2	Apprenticeship hybrid Qualification Achievement Rate	80%	80%
		Percentage of withdrawals	5%	3%
		Percentage of apprentices achieving 1 — 180 days over their planned learning period end date	0	0
Client satisfaction	3	Overall client satisfaction score	90%	95%
Learner satisfaction	4	Satisfaction with training at Derwent Training	85%	90%
		Satisfaction with progress being made on apprenticeships	85%	90%
		Satisfaction that apprentices well-being is considered and supported	95%	98%
		Satisfaction with the training environment	80%	85%
Staff satisfaction	5	Overall engagement score	95%	95%
Financials	6	Financial Health grade	Good	Good
		Funding generated from new apprenticeship starts (£)	350,000	500,000
		Income generated from commercial courses/activities (£)	10,000	50,000
		Surplus as a percentage of income (%)	3.5%	5%
Self-assessment grade	7	Grade	Expected Standard	Expected Standard

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