



# DerwenCollege



## Strategic Plan 2019-2025



Rated 'Good' 2016







Developing skills and independence  
- making every moment matter



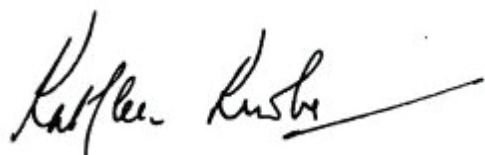
# Foreword

## *Chair of the Governing Body*

Derwen College charity exists to provide education and training for employment, independence development and accommodation for people with disabilities and learning difficulties. Legislation and regulation have changed the access to funding and its nature for these people. In addition the disabilities of our learners have become more complex. The College has taken important decisions to ensure both that its provision is of the highest quality and that its future is sustainable.

In the last three years we have identified our strengths and our priorities; we have adapted our curriculum to ensure it is relevant and challenging; we have made decisions about the number of students and range of disability we can provide for; we have rigorously assessed the usefulness and condition of our estate and buildings; we have been stringent in the management of our finances, and we have diversified by using our expertise, assets and ability to ensure excellence. While we shall continue to adapt and respond to need and national agendas, we are also seeking to embed and consolidate changes and to bring development projects to fruition.

We shall continue to offer unrivalled experiences for young people with high needs and are fully committed to serving them and transforming their lives.



Kathleen Kimber  
Chair of Governors/Trustees

## *Principal and Strategic Advisor*

This Strategic Plan was written in the spring and summer of 2019 and reflects the conditions that Derwen College faced at that time. The Plan was developed with a reasonable understanding of the challenges and opportunities that may occur between now and 2024, however we are acutely aware that we can never fully predict or anticipate all the issues and possibilities that might transpire over the next five years.

Derwen College is a vibrant, exciting and ambitious College that has embraced change. Over the last three years we have seen the world to be less certain and more ambiguous politically, economically and socially than we could have predicted even a year or so ago. One of the few things we know for certain is that things will continue to change and that staff from across the College, teachers, support staff, managers and governors will need to respond to those changes and, at times, correct our course towards achieving the goals and ambitions we set for our students and for ourselves.

The SEND (Special Educational Needs and Disabilities) post 16 sector itself also continues to experience unprecedented levels of change and transition. In addition the pace and extent of development in the College required us to provide a skilled and capable workforce. Our ambition is to be a college of choice for SEND competing highly effectively in the post-16 market.

This Strategic Plan sets the direction of travel for Derwen College and describes a culture of positivity for the next five years. This Plan has our priorities, but it is neither a prescriptive nor exhaustive list. It should be regarded as a description of the main areas of business.

Meryl Green  
Principal

Ruth Thomas  
Strategic Advisor





A vibrant and ambitious  
college that is embracing change



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## Who are we and what do we do?

Derwen College is a specialist residential college. The College is a nationally renowned centre of excellence for the training and development of students with SEND. Through a range of diverse opportunities and a dedicated, caring and experienced staff team, the students are enabled to transform their lives to attain their aspirations. The College works with students so that they are able to contribute to the wider community in the future.



Derwen College has received three consecutive Outstanding grades at Ofsted inspections: 2006, 2012 and 2016. This shows a high quality student experience and outstanding outcomes, and a high level of staff dedication. The College continues to be highly successful in competitions and awards locally, regionally and on a national stage. The Care Quality Commission in its inspection in October 2016 rated the College as Good. Derwen students are active members of the National Student Union and are involved in Natspec's Student Parliament. Derwen College students vigorously lobby for the rights of all young people with SEND.

The College is equipped with high quality resources and facilities and has developed an excellent reputation for having highly skilled and qualified staff. Our focus is on work-related skills and independent living.





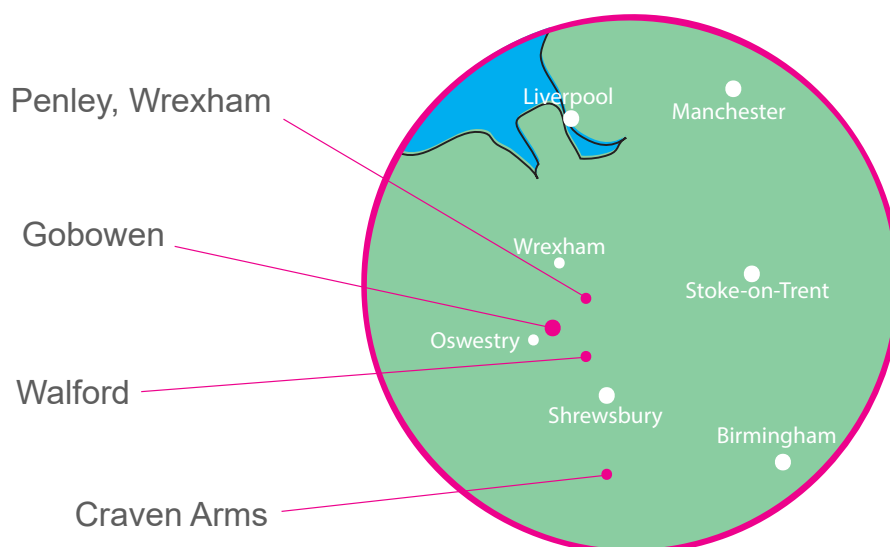


Working with organisations  
to develop meaningful partnerships



## Our Locations

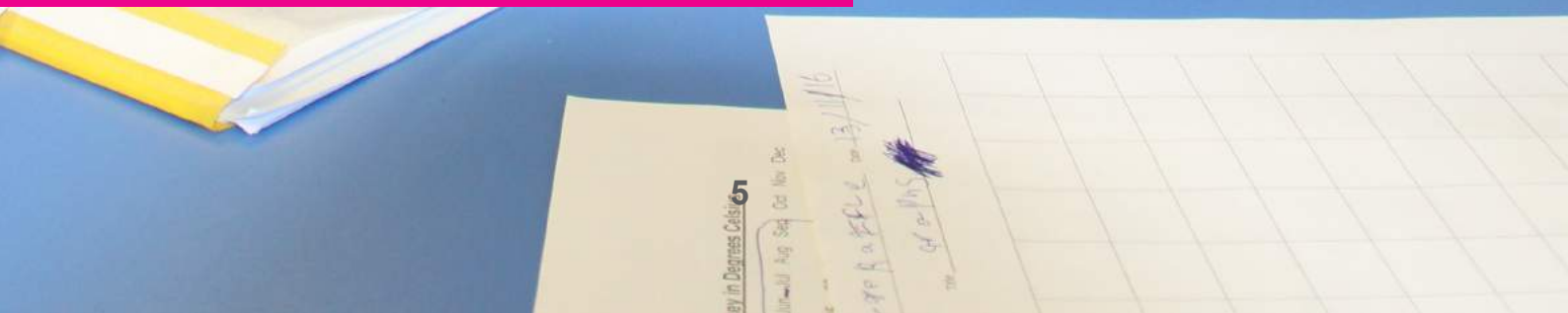
The College is based in Gobowen, north Shropshire with satellite centres in Wrexham (north Wales), Walford (mid Shropshire) and in Craven Arms (south Shropshire).







Ensuring innovative curriculum development  
is central to all our planning





## Public Value Statement

The quality of provision, inspected by Ofsted and the Care Quality Commission, has been judged as outstanding and good respectively. The successes of former students continue to demonstrate that College programmes provide students with the skills, inspiration and motivation to achieve in their transition from College. The high level of staff expertise is a key element of the College's management of learning, student support and innovation. The Board believes that the College provides excellent value for money to the public purse and that student outcomes mean they can be less dependent on benefits throughout the rest of their lives.

Derwen College - *Where Learning Comes to Life*





# Our Mission

To educate, inspire and empower young adults to lead the lives they choose - *transforming lives*

# Our Vision

A world without barriers for people with SEND





# Our Values





# Our Strategic Priorities

September 2019 – July 2025

## Strategic Priority 1

To deliver an exceptional and relevant student experience

## Strategic Priority 2

To offer the highest standard of care, therapy and support

## Strategic Priority 3

To be financially sustainable and to maximise the potential of our resources

## Strategic Priority 4

To have meaningful partnerships with industry-leading organisations and the communities with which we engage

## Strategic Priority 5

To ensure our brand is synonymous with the highest quality and integrity



## How the College will achieve Strategic Priority 1

**To deliver an exceptional and relevant student experience**

Ensure innovative curriculum development is central to all our planning

Develop skills and independence - making every moment matter

Create opportunities and the environment for students to live 'the student life' to the full



## How the College will achieve Strategic Priority 2

**To offer the highest standard of care, therapy and support**

Develop our support services to meet the needs of evolving and emerging cohorts

Ensure all our care and therapy services reflect community models

Develop quality of life measures to engage and empower all those who access our services



## How the College will achieve Strategic Priority 3

**To be financially sustainable and to maximise the potential of our resources**

Ensure that we maximise our potential income and the impact from all expenditure

Invest in our staff to ensure we are a centre of excellence and to reflect potential future provision

Invest in our Estate mindfully and sensitively to ensure sustainability



## How the College will achieve Strategic Priority 4

**To have meaningful partnerships and positive connections with industry-leading organisations and the communities with which we engage**

Ensure we work with decision makers and influencers at a national level

Embed Corporate Social Responsibility throughout our organisation

Develop partnerships that support the delivery of our mission, vision and values



## How the College will achieve Strategic Priority 5

To ensure our brand is synonymous with the highest quality and integrity

To be an influencer and sector leader in SEND

Ensure all communications are relevant, effective and support our values

Maximise opportunities for our staff and all stakeholders to be our brand ambassadors



# Board of Governors



*Pictured left to right*

**Jamie Ward**      Vice Chair  
**Jackie Ridge**  
**John Morten**  
**Vicki Cox**  
**Paul Evison**  
**Barbara Court**  
**Kathleen Kimber**      Chair  
**Mick Cowan**  
**Helen Owens**  
**Peter Jones**      Vice Chair  
**Gillian Richards**  
**Kay Eaton**  
**Cllr. Paul Milner**

*Not pictured*

**Cllr. Krista Childs**  
**Lord Lloyd Kenyon**  
**Helen Smith**



## Leadership Team



*Pictured left to right*

<b>Andrew Smith</b>	Director of Business and Finance
<b>Meryl Green</b>	Principal
<b>Ruth Thomas</b>	Strategic Advisor
<b>Karen George</b>	Director of Clinical, Care and Therapies
<b>Natalie Bellis</b>	Director of Human Resources and Estates



## Registered Managers

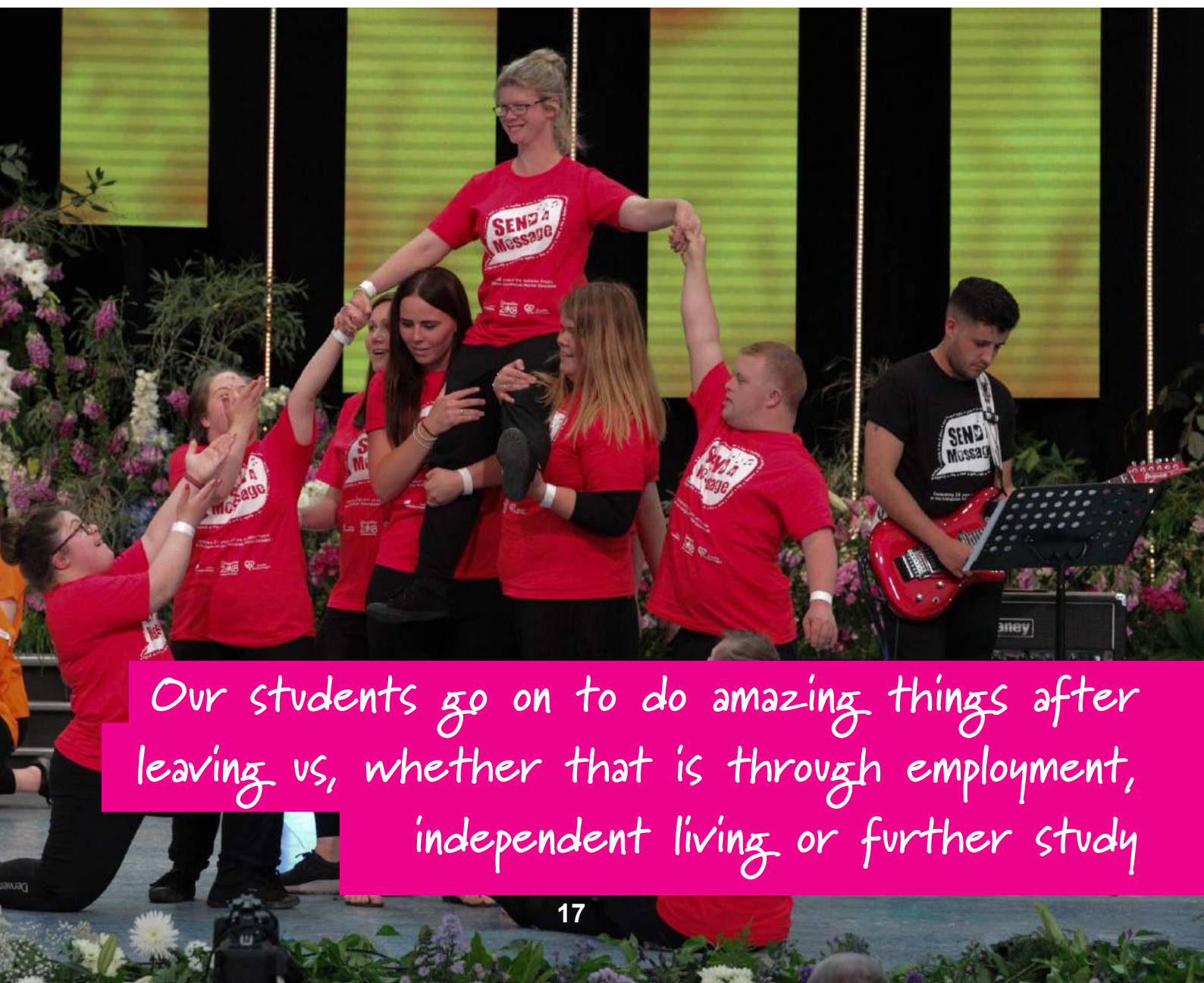


### **Karen George**

Director of Clinical, Care and Therapies,  
CQC Nominated Individual and Registered  
Manager

### **Paul Bradshaw**

Senior Safeguarding Manager and  
Registered Manager



Our students go on to do amazing things after leaving us, whether that is through employment, independent living or further study





Strategic Plan

2019-2025