

# Strategic Plan 2021



## Introduction

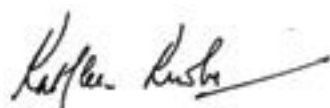
'We never thought it possible' is a common refrain about the progress made by people at Derwen. We work with those we serve to support them to achieve what they want to – and challenge them to do more. We value and respect everyone as an individual and try to go above and beyond to meet all their needs.

We are a reflective organisation, committed to evaluating and learning from what goes on. We are a trailblazing organisation, at the forefront of provision for people with special educational needs and disabilities. This is where we strive to continue to be.

October 2021

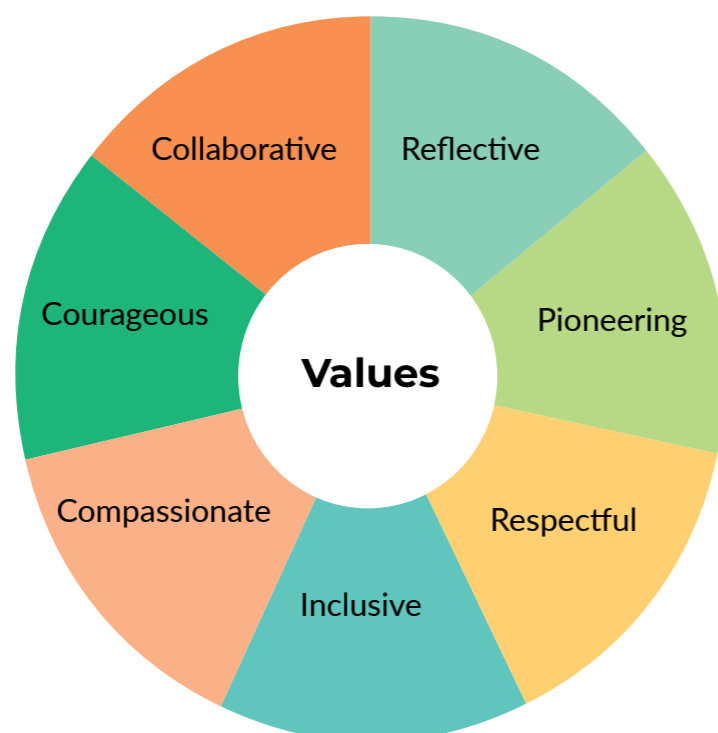
**K Kimber**  
Chair of Trustees

**Meryl Green**  
Principal & CEO



## Mission

To enable everyone to achieve beyond what they and others believe possible.



## Strategic Priorities

### Ensure our long-term sustainability

Areas of focus

- Rigorous financial management
- Constant review and update of provision
- Appropriate diversification
- Risk assurance measures
- Environmental commitment

### Excel in every aspect of our operation

Areas of focus

- Our holistic approach to people
- Quality assurance
- Staff CPD and performance management
- Staff wellbeing
- Compliance monitoring
- Response to changing legislative environment and the SEND landscape
- Being a learning organisation

### Make the most of our exceptional resources

Areas of focus

- Accommodation review and planning
- Campus management
- Commercial developments
- Satellite opportunities
- Safeguarding
- Partnerships

### Be trailblazers, initiators and researchers

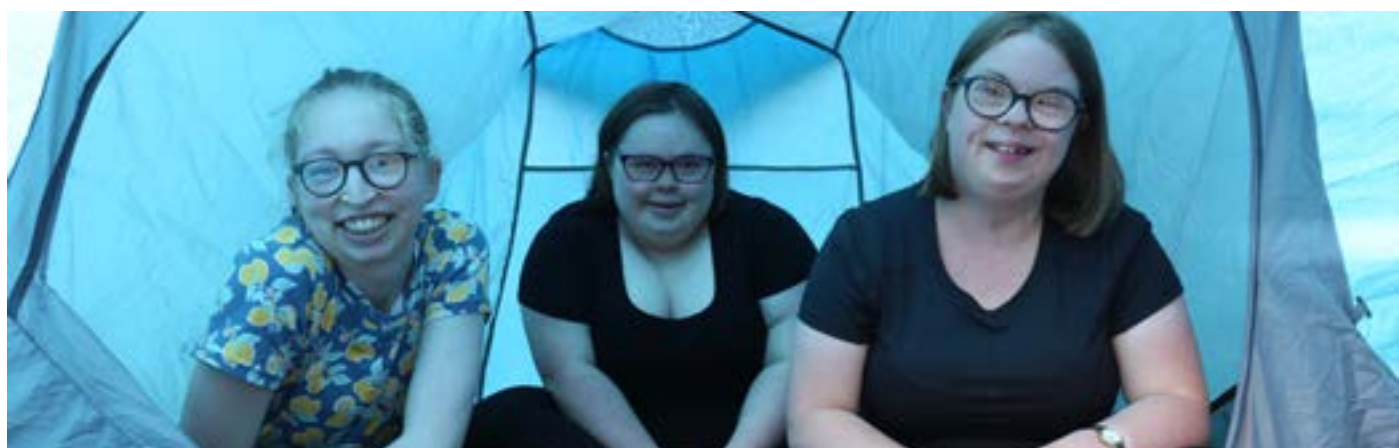
Areas of focus

- Our position / reputation within the sector
- Risk appetite
- Initiatives and innovations
- Marketing, publicity and communication with stakeholders
- Award applications
- Build thirst for increased understanding



## Groups of People the Charity Serves

- Students, on educational programmes
- Clients, on social care funded packages
- Guests of Short Breaks
- With learning difficulties and disabilities



## Key Stakeholders

- Trustees
- Staff
- Parents/carers
- Local Authorities
- Regulatory bodies
- Professional partners
- Employers
- Commercial customers
- Local community
- Grant funders and fundraisers