



**ADDING VALUE AND
CREATING EMPOWERMENT**

Strategic Plan

2026-2036

Foreword by The Group Chief Executive Officer

“Over the next decade, our organisation will continue to navigate a world that is changing quickly. Demographic shifts, new technologies, economic pressures, and social and cultural developments are reshaping the way people live, learn and work. These changes present both challenges and opportunities, and they reinforce the importance of our mission to improve lives, strengthen communities and support the growth of skills and employment across the country.

This 10-Year Plan sets out a clear direction for how we will respond to these emerging trends. It focuses on the people and places we serve and on the partnerships that help us create meaningful impact. Our commitment to health, inclusion, connection, responsible decision making, innovation and economic activity remains central to everything we do, but this document looks ahead with a wider view of what our organisation must achieve to remain effective, relevant and forward looking.



ACORN TRAINING'S MISSION:

**TO ENSURE A SAFE AND SECURE
FUTURE FOR EVERYONE TO
SUCCEED IN LIFE AND WORK**



We will continue to build strong relationships with employers, local authorities, educators, universities and community partners, ensuring that our work is shaped by real need and informed by reliable evidence. We will invest in the development of our teams and the experience of our learners. We will contribute to skills growth in priority sectors and support individuals to gain the knowledge and confidence required for the jobs and opportunities of the future.

This plan is grounded in themes that guide our long-term approach: purpose, place, performance, people and progress. Together these themes will help us stay focused, maintain accountability and ensure that the impact of our work can be measured and understood. With clear goals, and a renewed commitment to the development of both technical and essential skills, we are preparing our organisation for a decade of growth and positive change.

Most importantly, this plan represents our promise to remain a trusted and responsible organisation that puts people first. We will continue to act with integrity, listen to those we serve and work collaboratively to achieve the best outcomes. By doing so, we will continue to ensure safe and secure futures for everyone to succeed in life and work. ”

Gareth Fallows,
Group Chief Executive Officer

1

Integrity

2

Commitment

3

Partnership

4

Investment

5

Excellence

Our Core Values

to connect us all

Integrity



Integrity means acting with honesty, accountability and consistency in everything we do. We promote positive behaviour, follow clear principles and safeguards, and ensure that our decisions are ethical and responsible. By doing the right thing, we build trust with the people and communities we serve.



Commitment

Commitment reflects our dedication to equality, growth and continuous improvement. We create opportunities, adapt to changing needs and focus on making a positive contribution to people's lives. Our commitment drives lasting progress and meaningful outcomes.



Partnership

Partnership is about recognising the value that everyone brings and working collaboratively to achieve shared goals. By building strong relationships, supporting sustainable supply chains and communicating openly, we create the foundations for long-term success.



Investment

Investment means providing value, supporting sustainability and enabling progress. We invest wisely in people, resources and environments to create positive impact now and for the future. By managing risk and prioritising long-term benefit, we provide a stable platform for success.



Excellence

Excellence guides our ambition to deliver high-quality work and achieve outstanding results. We celebrate success, follow recognised standards and continually refine our practice. Through a focus on quality and performance, we aspire to be the best in everything we do.



SCANNING THE HORIZON

TRENDS SHAPING OUR NEXT DECADE



We have carried out a detailed horizon scan to understand the global and local forces that will shape our direction over the next decade. By examining long-term social, economic, technological and environmental trends alongside national policy and local priorities, we have ensured that this 10-year plan is firmly grounded in evidence and future need. This work allows us to build a strategy that is proactive, realistic and responsive, supporting our mission, values and communities both now and in the years ahead.

Key trends have emerged. First, global **health and wellbeing** challenges, including an ageing population and rising mental health needs, make it essential to place good health, inclusion and belonging at the heart of our approach. Second, rapid **digital transformation** and advances in AI highlight the growing importance of digital capability, cyber safety and ethical technology use. Third, increasing focus on **sustainability** and ethical responsibility reinforces the need for integrity, transparency and environmentally conscious practice. Fourth, **shifting skills** and changing labour markets demands underline the importance of equipping people with the technical, digital, soft and sector-specific skills needed for good jobs and strong local economies.

Together, these trends guide our strategic priorities and ensure our 10-year plan remains relevant, inclusive and impactful.



TREND: HEALTH & WELLBEING

Global health challenges are evolving quickly, with ageing populations, rising mental health needs and the lasting effects of the pandemic reshaping how people live and work. Increased focus on inclusion, neurodiversity and cultural belonging highlights the need for person-centred pathways and holistic wellbeing support. These shifts reinforce the importance of good health, inclusion and belonging as foundations for participation and progress.

TREND: DIGITAL TRANSFORMATION

Digital change and AI are transforming every sector, increasing demand for digital skills and safe, ethical technology use. As services move online, cybersecurity and digital responsibility have become essential for protecting people and organisations. These developments strengthen our commitment to being empowered, connected and innovative, ensuring we remain ethical, competitive and people-focused.



TREND: SUSTAINABILITY

The move towards greener economies is reshaping industries and raising expectations for ethical, transparent and environmentally responsible practice. Organisations are adopting low-waste and circular approaches while strengthening safeguarding, inclusion and responsible procurement. These changes support our commitment to integrity, sustainable decision-making and ethical leadership.

TREND: SHIFTING SKILLS

Labour markets are shifting, with strong demand across priority sectors and growing emphasis on both technical and essential soft skills. Lifelong learning, clear progression pathways and employer-led local planning are becoming central to economic growth. These trends underpin our focus on enabling economic activity and strengthening place, people and purpose.



Promote **good health, inclusion** and **belonging** to enable every individual to fully **engage, participate** and **progress**.

1

Create **empowered** and **connected** pathways that strengthen **growth, community collaboration** and positive **digital engagement**.

2

Embed **integrity** in all thinking and behaviour, ensuring **ethical leadership, responsible decision-making** and **sustainable practice**.

3

Our Strategic Objectives

to drive our future

Invest in **innovation** that enhances **sustainability**, drives **ethical technological advancement** and delivers **meaningful impact**.

4

Enable and engage **economic activity** by developing the **skills, opportunities** and **partnerships** needed for strong local and national **growth**.

5

Promote **good health, inclusion** and **belonging** to enable every individual to fully **engage, participate** and **progress**.

1

Belonging and wellbeing as the foundation for positive progress.

Supporting good health and wellbeing is essential for people to learn, work and thrive. Ageing populations, rising physical and mental health needs and the long-term effects of recent pandemics are reshaping how individuals participate in society. There is also growing recognition of the diverse needs of neurodivergent individuals, those with a disability, refugees, LGBTQ+ communities and those affected by cultural or social disadvantage. When individuals feel safe, respected and included, they are better able to develop skills and build meaningful futures.

This approach reflects Maslow's hierarchy of needs, which recognises that people must have their basic physiological, safety and belonging needs met before they can fully engage, achieve and contribute. The Government's NHS 10-Year "Fit for the Future" strategic plan aligns with this model by prioritising prevention, mental health, community-based care and reducing health inequalities, ensuring that foundational needs are addressed as a platform for participation and growth.

A strong focus on inclusion and belonging aligns with national priorities that link wellbeing to economic participation and productivity. By removing barriers and offering holistic, person-centred support, including social and digital inclusion, we help people build confidence and access opportunities. This objective ensures that health, inclusion and belonging are the foundations for long-term progress.



2

Create **empowered** and **connected** pathways that strengthen **growth**, **community collaboration** and positive **digital engagement**.

Supporting connected growth and positive digital engagement through pathways rooted in community

Empowerment begins with understanding each individual and the support they need to progress. Drawing on self-care principles, we take a person-centred approach that enables individuals to take an active role in their development through clear and flexible pathways that adapt as people grow and change. These pathways are informed by a stakeholder-focused approach, bringing together learners, employers, community organisations and local partners to ensure support is coordinated, relevant and responsive. When people feel supported and connected, they are more likely to achieve long-term success.

This work is rooted in localism theory and the value of heritage and place, recognising that strong communities are built by leveraging local identity and opportunities, and encouraging people to remain connected to, return to and invest in their local areas.

Digital connectivity also plays a central role. Inclusive and responsible use of digital platforms supports collaboration, self-expression and access to learning, while demonstrating British Values in digital spaces through respectful communication, fairness and shared responsibility. This objective ensures that both human and digital connections strengthen communities and support positive personal development.

Embed **integrity** in all thinking and behaviour, ensuring **ethical leadership, responsible decision-making** and **sustainable practice**.

3



Ethical leadership at the heart of every decision, building trust and lasting impact.

Integrity builds trust, and trust is essential for lasting impact. As expectations around transparency and accountability increase, we commit to honesty and to fostering positive, trust-based relationships in everything we do. This includes safeguarding people and information, valuing diversity, welcoming others to support belonging, respecting and protecting heritage, and ensuring that our actions follow clear and consistent ethical principles. We place strong emphasis on follow-through, making every contact count by completing what we commit to, leading with integrity, supporting and motivating our teams.

Our ethical approach is guided by deontological decision-making, including the deontological use of digital communication, where choices are shaped by what is right and fair rather than by power, convenience or outcome alone. We actively accept feedback to allow thinking and behaviour to shift, embrace change, and maintain open, respectful communication grounded in integrity.

Sustainable practice and the green economy are central to this commitment. We act sustainably and with integrity by modelling responsible behaviour, promoting ethical and environmentally conscious procurement, and taking long-term decisions that support people, place and planet. This objective ensures that we lead by example, creating a culture where ethical leadership, sustainability and trusted behaviour deliver meaningful, lasting outcomes.



4

Invest in **innovation** that enhances **sustainability**, drives **ethical technological advancement** and delivers **meaningful impact**.

Advancing sustainable solutions through ethical technology and purposeful organisational innovation.

Innovation is most effective when it is purposeful, ethical and grounded in evidence. To support organisational sustainability, we take a curious and challenging approach, actively going out to explore new ideas and opportunities, then returning with insight that is solution-focused, practical and capable of being spearheaded into action. Innovation is directed towards identifying genuine gaps where existing solutions have been fully explored, strengthening what we already do well, and managing our products and services strategically using the Boston Matrix. This means we invest in what is performing strongly, nurture promising new ideas, including important STEM innovation, and carefully review areas that are underperforming, so that our strengths fund future growth and improvement.

Technology and AI are used ethically to enhance competitiveness, while remaining person-led and human-centred. We recognise the importance of knowing, protecting and responsibly managing our assets, including data and the assets of others under our care and influence, to ensure trust, safety and integrity.

Our approach to research and innovation is grounded in theory and contributes meaningfully to a growing body of knowledge. Research is undertaken in partnership with stakeholders and must demonstrate both quantitative and qualitative impact, ensuring innovation is not only new, but valuable, relevant and transferable. This objective ensures that innovation strengthens organisational sustainability, sharpens our unique strengths and supports long-term, responsible growth.

Enable and engage **economic activity** by developing the **skills, opportunities** and **partnerships** needed for strong local and national **growth**.

5



Creating and connecting talent, opportunity and industry to strengthen communities and economies.

Economic participation improves life chances and strengthens communities. By aligning our work with national priorities and local needs, we help people access good, secure and well-paid jobs with the technical, digital and soft skills employers require. This involves widening participation, improving information, advice and guidance (IAG) for learners, employers, referral partners and other stakeholders, and developing high-quality training and practical skills provision that reflects priority sectors such as digital, clean energy, adult social care, construction, defence, life sciences and the creative industries.

Strong partnerships are essential for achieving this. Working with employers, LSIPs, local authorities and community organisations, and taking a localism-informed approach helps create coherent pathways that reflect real labour market needs. Clear progression from entry level to higher qualifications ensures individuals can develop throughout their lives. This objective also incorporates EDIMS principles, ensuring equality, diversity, inclusion and mental health are considered in all pathways. Ultimately, skills development supports economic growth and creates opportunities for people, communities and employers, while strengthening safe, sustainable and inclusive pathways.

1

Purpose

2

People

3

Place

4

Performance

5

Progress

Our Key Themes

to root our strategy

PURPOSE



WHAT IS OUR PURPOSE?

Our purpose is to ensure a safe and secure future in which everyone can succeed in life and work. We believe that security in physical, psychological, digital, economic and social terms is fundamental to long-term resilience, opportunity and participation. This purpose is grounded in good health, inclusion and belonging, recognising that people must be physically and mentally well, feel safe, valued and connected, and have their basic needs met before they can engage meaningfully in learning, employment and community life. Guided by Maslow's hierarchy of needs, we align health, wellbeing, skills and economic participation so that no one is excluded by circumstance, identity or disadvantage.

We purposefully aim to remove barriers created by inequality, stereotypes and misconceptions, neurodiversity, displacement, digital exclusion and social division. This includes responding to the needs of an ageing population, refugees, LGBTQ+ communities and those affected by poor mental or physical health, recognising the links between health, neurodiversity, social interaction and the ability to participate. Within a national policy context that prioritises economic activity and productivity, including the NHS 10 Year Plan and wider public investment priorities, we take a health-first approach that enables people to contribute sustainably. By addressing physical health, mental health and digital inclusion together, we ensure people are not only work-ready, but life-ready, able to engage, belong and thrive now and in the future.

PEOPLE



HOW DO WE EMPOWER PEOPLE?

People are at the centre of everything we do. We take a person-centred approach which emphasises holistic care, dignity, respect, and the empowerment of individuals to manage their own health and wellbeing. This approach supports self-care, encourages informed decision-making, and recognises the whole person, including physical, mental, social, and cultural needs. We create bespoke pathways that adapt over time, ensuring interventions are tailored to each individual's circumstances and goals.

We work to break down barriers for minority groups affected by inequality, stereotypes, or exclusion. We act as change agents alongside communities, employers, and partners, using strong stakeholder connectivity to ensure continuity of care or support. We also invest in our own teams, providing training and development opportunities so that every team member can grow their skills, take on new responsibilities, and contribute fully to our shared mission. We model British Values in all interactions, including on digital platforms, promoting respectful, inclusive, and safe communication. This approach ensures that training and support are effective, sustainable, culturally sensitive, and grounded in ethical responsibility, while building strong, capable, and motivated teams who drive our work forward.

PLACE

WHY DOES PLACE MATTER FOR SUCCESS?

Place shapes opportunity, identity and belonging. Wherever we operate, we are committed to creating safe, inclusive and resilient communities that enable people to feel secure, valued and connected. We deliver social value that responds to local need while aligning with national priorities, recognising that people must feel safe in their environment before they can learn, work and contribute. Our approach reflects localism theory and Maslow's hierarchy of needs, understanding that belonging to place underpins confidence, participation and economic activity.

We recognise, protect and leverage local heritage as a source of pride, connection and aspiration. Heritage buildings, local industries and cultural narratives are not just assets to preserve, but tools for engagement that encourage people to return, re-engage and invest in their communities. As a national provider with a strong local presence, from our head office in Stoke-on-Trent to every contract locality, we combine consistency with deep local insight. Through strong partnerships with employers and community organisations, we ensure our delivery remains relevant, trusted and impactful, strengthening places so people want to stay, contribute and thrive.

PERFORMANCE



WHAT DOES GOOD PERFORMANCE MEAN FOR US?

Performance is measured by the difference we make for people, places and the economy. We enable and engage activity by aligning skills development with national and local priorities through strong employer engagement and local strategic partnerships.

Clear progression pathways from Entry Level to Level 7 support priority sectors outlined by the Skills England: Assessment of priority skills to 2030, including digital and technologies, education, clean energy, adult social care, construction, and advanced manufacturing. Alongside this, essential soft skills such as communication and adaptability are developed with high-demand hard skills like data, AI and software development.

Through strong IAG for learners, employers and partners, and informed use of funding, we support good jobs, fair pay and secure pathways. Performance is not just output but sustained impact, ensuring no one is left behind while what we do well funds future excellence and innovation.

PROGRESS



HOW DO WE ENSURE MEANINGFUL PROGRESS?

We ensure meaningful progress by combining ethical thinking, responsible behaviour, and research and innovation grounded in integrity. Our decisions are guided by doing the right thing, protecting heritage, and acting sustainably through green practices and ethical procurement. We focus on long-term benefit rather than short-term gain or influence, ensuring that every action contributes to lasting value.

Our investment in research, development, and partnerships with employers, universities, and stakeholders is always purposeful and evidence-based. Innovation is directed at real gaps, building solutions that create tangible benefits for people, communities, and the organisation.

By embedding ethics, inclusivity, and sustainability into everything we do, we ensure that progress is impactful, and supports long-term wellbeing, skills development, and opportunity for all.

WE ARE INCLUSIVE



OUR MISSION

Ensuring a safe and secure future for everyone to succeed in life and work.

We will achieve this through promoting an open and safe workspace, creating **inclusive opportunities** for people from all backgrounds and continuing to reduce misconceptions and stereotypes within sectors and industries. We are committed to ensuring that everyone has the support and opportunity they need to thrive, regardless of their starting point.

We have won multiple awards for **championing inclusivity, diversity and equality**. No matter what barriers our learners face, we aim to provide bespoke learning pathways to meet their end goals for both life and work.

To strengthen this mission, we proudly work in partnership with **Acorn Neurodiversity**, who support individuals to explore their neurodiversity. Together, we're here to help all individuals thrive through **understanding, advocacy, and tailored support**.



WE ARE COMMITTED TO...



OUR WORKFORCE



DIVERSE, VALUED, AND EMPOWERED

We are delighted to be led by a **highly capable and dynamic** senior leadership team. We are particularly proud that our diverse leadership at Acorn Training includes our CEO, a proud member of the **LGBTQ+ community**, and **strong, accomplished women** whose expertise, integrity, and vision shape our strategic direction and long-term success.

Alongside this, we believe that diverse representation matters not only in leadership, but across our entire workforce. We are committed to fostering an inclusive environment where colleagues are **visible, respected, and empowered** spanning every level of the organisation.

Over the next ten years, we will continue to invest in equitable recruitment practices, inclusive progression pathways, development opportunities, and wellbeing initiatives. We believe that excellence is achieved when every member of staff feels **supported, valued, and able to thrive**.



Strategic and Operational Action Plans developed by The Group Chief Operations Officer

“ This strategy sets out more than what we will deliver over the next ten years, it sets out who we choose to be. We are operating in a landscape that will continue to change. Funding priorities will shift, new challenges will emerge and opportunities will evolve. What will remain constant is our purpose. We believe people must be well enough, supported enough and confident enough to participate before they can progress. Health, inclusion and belonging are the foundation of economic activity, not an add-on to it. Over the next decade, we will strengthen the pathways that connect Good Health, Skills, Employability and Justice. We will design progression intentionally, support inclusive growth and contribute to strong local and national economies through meaningful skills and good work. We will grow responsibly.

Growth will align with our values, not chase opportunity for its own sake. Integrity will guide our decisions, innovation will be disciplined and ethical, and we will reinvest in our people and communities to remain resilient.

The strategic actions set our direction. The measurable framework that follows ensures we remain accountable. Together, they position us to adapt with confidence while staying true to who we are. Our ambition is simple: values-led, people-focused growth that creates real opportunity. ”

Sophia Franzen,
Group Chief Operations Officer



10-YEAR STRATEGIC ACTION PLAN

Which Strategic Objective is this supporting?	What is the action?	KPI – 3 year	KPI – 6 Year	KPI – 9 Year
Promote good health, inclusion and belonging to enable every individual to fully engage, participate and progress.	Position health, wellbeing and inclusion as foundational to participation and economic activity.	Clear organisational wellbeing and inclusion framework embedded; improved engagement and retention indicators	Measurable reduction in participation and progression gaps across priority groups	Sustained long-term progression and engagement outcomes across diverse communities
	Champion digital inclusion and safe participation across all provision.	Digital access and inclusion strategy implemented	Digital engagement embedded in organisational design	Digital inclusion demonstrably supporting progression and economic participation
	Strengthen partnerships that support holistic engagement beyond skills delivery.	Cross-sector partnerships established and active	Integrated support pathways embedded	Holistic engagement model recognised as core organisational strength
Create empowered and connected pathways that strengthen growth, community collaboration and positive digital engagement.	Develop integrated, life-course pathways across Skills, Employability and Justice.	Pathway framework defined and adopted organisation-wide	Increased progression across programmes and provision types	Fully embedded pathway-led organisational model
	Embed person-centred planning, self-care and review models.	Pathway reviews embedded	Adaptive pathways evidenced	Pathways responsive to life-course change
	Implement a Global Outlook framework that expands national and international exposure and collaboration while strengthening local retention and community reinvestment	Global partnership framework established and alumni networks identified.	Recognised international collaboration	20% of learners access international or global-facing activity (physical or digital)
	Strengthen employer, community and stakeholder connectivity through evidence-led co-design, shared insight and joint problem-solving.	Strategic partnership network expanded with co-designed provision informed by shared labour market and impact data	Strong transition and referral pathways embedded	Recognised as a connector organisation within local ecosystems

10-YEAR STRATEGIC ACTION PLAN

Which Strategic Objective is this supporting?	What is the action?	KPI - 3 year	KPI - 6 Year	KPI - 9 Year
Embed integrity in all thinking and behaviour, ensuring ethical leadership, responsible decision-making and sustainable practice.	Embed values-led, decision-making in governance and leadership practice.	Ethical decision-making framework formalised; Board oversight strengthened	Leadership behaviours consistently aligned to values	Organisational reputation strengthened for principled leadership
	Maintain robust governance, safeguarding and financial assurance systems.	Clean audits and strong assurance reports	Mature governance and risk management framework	Long-term trust and credibility with stakeholders
	Ensure growth decisions align with purpose, not opportunism.	Clear strategic growth criteria established	Portfolio balanced and purpose-aligned	Sustainable growth achieved without mission drift
Invest in innovation that enhances sustainability, drives ethical technological advancement and delivers meaningful impact.	Align curriculum and qualification strategy to evolving labour market, technological, demographic and policy change through structured horizon scanning and future-planning processes.	Qualification portfolio reviewed through structured horizon scanning and aligned to emerging and priority sectors	Responsive and future-ready curriculum model embedded, adapting to demographic and technological change	Future-ready qualification offer sustained
	Invest in ethical technology and data systems to enhance quality and insight.	Organisation-wide digital and data strategy implemented	Data-driven decision-making embedded at leadership level	Predictive insight informing long-term strategic direction
	Pilot, evaluate and scale innovation based on measurable impact.	Structured innovation framework established	Successful pilots scaled appropriately	Innovation embedded as disciplined organisational capability

10-YEAR STRATEGIC ACTION PLAN

Which Strategic Objective is this supporting?	What is the action?	KPI - 3 year	KPI - 6 Year	KPI - 9 Year
Enable and engage economic activity by developing the skills, opportunities and partnerships needed for strong local and national growth.	Align provision to national priorities and regional skills plans while promoting access to good, secure and sustainable work that offers progression and financial stability.	Provision mapped to regional and national priorities, with measurable progression into stable and secure employment	Demonstrable contribution to regional productivity, progression into good and secure work, and workforce resilience	Recognised contributor to inclusive economic growth
	Strengthen employer partnerships to support productivity and workforce progression.	Employer engagement strategy embedded	Increased employer retention and collaboration	Long-term strategic employer partnerships sustained
	Secure partnerships with strategically selected high-growth employers and priority sectors	Creating structured progression pathways from entry-level to senior leadership	Long-term progression tracking to showcase success and inspire engagement	Provision delivered through co-designed strategic partnerships
	Expand justice-informed pathways to support rehabilitation and economic participation.	Justice pathway strategy established	Increased progression and employment outcomes for justice cohorts	Justice provision embedded as sustainable growth strand
	Grow turnover and organisational resilience responsibly.	Sustainable turnover growth with operating surplus maintained	Diversified income base and strengthened reserves	Long-term financial resilience enabling reinvestment and stability

10-YEAR OPERATIONAL ACTION PLAN

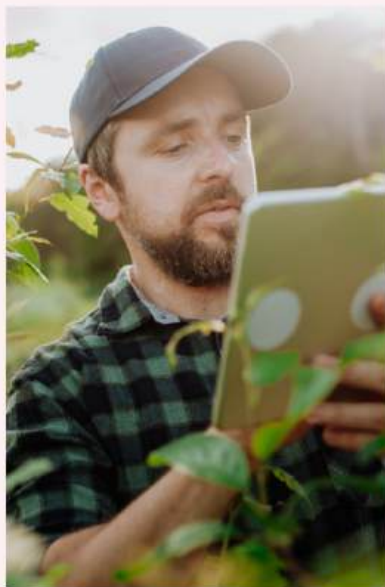
Which Strategic Objective is this supporting?	What is the action?	KPI – 3 year	KPI – 6 Year	KPI – 9 Year
Promote good health, inclusion and belonging to enable every individual to fully engage, participate and progress.	Embed trauma-informed, neurodiversity-aware and health-conscious practice across all Skills, Employability and Justice provision.	≥85% learner/participant satisfaction; reduced early withdrawals; staff trained in inclusive practice	Participation and achievement gaps reduced across priority cohorts; wellbeing embedded as standard	Long-term progression outcomes improved across all learner groups
	Integrate wellbeing, confidence and belonging as core delivery components, not add-ons.	Consistent wellbeing offer across contracts; improved engagement	Wellbeing measures embedded into QA and performance	Sustained evidence of belonging beyond programme end
	Strengthen digital inclusion so individuals can engage safely and confidently.	Improved digital access and attendance	Digital confidence evidenced in outcomes	Digital inclusion supporting long-term progression
Create empowered and connected pathways that strengthen growth, community collaboration and positive digital engagement.	Design integrated pathways across Skills, Employability and Justice recognising short-, medium- and long-term progression.	Pathways mapped and operational; ≥15% internal progression	≥25% internal progression; reduced drop-off	Fully embedded end-to-end pathway system
	Embed enterprise, self-employment and growth-focused career pathways across provision.	Enterprise and self-employment modules embedded across relevant programmes.	15% increase in learners progressing into self-employment or business start up	Recognised contributor to local enterprise start up
	Embed person-centred planning, self-care and review models.	Pathway reviews embedded	Adaptive pathways evidenced	Pathways responsive to life-course change
	Strengthen community, employer and stakeholder connectivity to support transitions.	Active partnerships established	Partnerships embedded in delivery	Place-based pathways sustained

10-YEAR OPERATIONAL ACTION PLAN

Which Strategic Objective is this supporting?	What is the action?	KPI - 3 year	KPI - 6 Year	KPI - 9 Year
Embed integrity in all thinking and behaviour, ensuring ethical leadership, responsible decision-making and sustainable practice.	Maintain robust governance, safeguarding and compliance across all provision.	Clean audits; no material breaches	Mature assurance framework	Sector reputation for ethical delivery
	Embed decision-making and relationship-led leadership.	Clear ethical decision frameworks	Consistent ethical leadership behaviours	Integrity shaping long-term strategy
	Ensure transparency in financial and operational decision-making.	Clear Board reporting	Ethical procurement embedded	Long-term trust with partners
Invest in innovation that enhances sustainability, drives ethical technological advancement and delivers meaningful impact.	Introduce new qualifications aligned to labour market demand, justice pathways and sustainability priorities.	5–7 new qualifications launched	Portfolio refined based on impact	Future-proofed curriculum sustained
	Invest in ethical digital systems, data and insight to improve quality and impact.	Live dashboards embedded	Predictive insight informing planning	Data driving long-term impact
	Embed structured horizon scanning, benchmarking company reports, and forward planning processes to anticipate demographic, technological and policy change.	Annual horizon scanning and company benchmarking review informing curriculum and growth decisions	Evidence of strategic adjustments in response to emerging trends	Demonstrated organisational agility in adapting to systemic change and recognised as a forward-looking, sector-responsive organisation
	Pilot innovation carefully and scale only where impact is proven.	Innovation pilots evaluated	Successful pilots scaled	Innovation embedded in core delivery

10-YEAR OPERATIONAL ACTION PLAN

Which Strategic Objective is this supporting?	What is the action?	KPI – 3 year	KPI – 6 Year	KPI – 9 Year
Enable and engage economic activity by developing the skills, opportunities and partnerships needed for strong local and national growth.	Deliver Skills provision co-designed with employers and partners, informed by LSIP intelligence, labour market data and real-time employer insight.	≥90% achievement; strong employer satisfaction; evidence of co-designed curriculum informed by labour market intelligence	Sustained progression into work or learning	Skills provision aligned to long-term economic need
	Identifying high-potential SOC areas where we can create growth, enterprise, and safe, resilient futures particularly for young people entering the workforce	Use established strong local presence in Stoke-on-Trent and Leicester to pilot SOC-focused initiatives	Expand footprint into additional high-potential SOC areas and demonstrate measurable impact on youth employment and community resilience.	Achieve regional leadership in targeted SOC sectors and strengthen long-term safe and resilient pathways for young people entering the workforce.
	Grow Employability provision focused on sustained, secure and good-quality work, with clear progression and earnings growth.	Outcomes ≥ benchmark +5%; sustainment ≥65%	Sustainment ≥70% with measurable earnings growth and progression into stable and secure employment.	Long-term employment impact evidenced
	Expand Justice pathways supporting rehabilitation, resettlement and economic participation.	Justice pathways established; improved engagement	Sustained employment and learning outcomes	Justice provision embedded as growth route
	Develop the capability to respond effectively to emerging national priorities, ensuring our programs remain relevant and resilient	Build processes to track national priorities and emerging risks	Integrate responsive programs and initiatives that align with national priorities across operations	Operate as a recognised, agile contributor to national priority areas, adaptable to evolving societal and workforce needs



CONCLUSION



FROM STRATEGY TO SUCCESS: THE NEXT TEN YEARS

As we move from **strategy to action**, our focus will be on translating these objectives into tangible, **lasting outcomes**. By embedding good **health, inclusion and belonging** at the foundation of our work, we empower individuals to fully engage, learn and **contribute to their communities**. Our pathways for growth are designed to be flexible, responsive and connected, ensuring that every person, regardless of background or circumstance, can **progress and thrive**. Through **ethical leadership**, integrity and sustainable practices, we create a culture where trust, accountability and responsibility guide every decision and interaction. Innovation, grounded in evidence and **ethical practice**, will drive meaningful change, strengthen **organisational sustainability** and enhance the impact of our **partnerships** across research, education and industry.

To deliver our vision, we will actively measure progress against defined KPIs, adapt to **emerging trends** and maintain **strong connections** with communities, employers and stakeholders. By aligning **skills development, economic participation and digital inclusion** with national and local priorities, we ensure that our actions create real **opportunities** for individuals and tangible benefits for society. The next decade will be defined by our ability to turn strategy into **measurable impact**, building **resilient communities**, enabling **lifelong learning** and ***'ensuring a safe and secure future for everyone to succeed in life and work.'***



acorn
TRAINING

Ensuring a safe and secure future for everyone to
succeed in life and work.

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