



STRATEGIC PLAN
2026 - 2030



Foreword from the CEO

When GLP Training was founded, our ambition was simple but profound: to deliver learning that genuinely changes lives, and to do it differently. From the outset, we set out to break the mould, working directly with employers to develop training that met the specific needs of their industries and their people, rather than defaulting to textbook content or a standard curriculum. Every programme we built was tailored and bespoke to our sectors and employers, designed to optimise both the relevance of our training and the return on investment for employers and learners alike. We have always embraced technology and educational innovation not for its own sake, but to genuinely advance the quality and impact of what we deliver.

Over the past decade we have grown from a small provider into a nationally recognised organisation, supporting over 10,000 learners and partnering with hundreds of employers across the UK. We have done this by staying true to our mission and by never compromising on the quality of what we deliver. We continue to break the mould year on year, positioning GLP Training not just as a follower but as a genuine thought leader within our industry.

This Strategic Plan sets out where we are going next. It is a plan built on evidence, shaped by the employers and learners we serve, and grounded in a clear-eyed understanding of the challenges and opportunities facing the skills and education landscape. It is also a plan that reflects who we are as an organisation: our Five I's : Impact, Intent, Integrity, Inspire and Improvement, are not words on a wall. They are the principles that guide every decision we make.

The period 2026 to 2030 will be one of significant change for skills, apprenticeships and higher technical education. Government policy, employer demand, technological transformation and the growing importance of lifelong learning will all reshape the environment in which we operate. This plan positions GLP Training to respond to those changes with confidence, to grow our reach and to deepen the quality and relevance of everything we do.

Gemma Parsons, CEO, GLP Training Ltd



OUR MISSION

We deliver purposeful learning that empowers individuals and organisations to achieve their potential, inspiring growth, creating opportunity and delivering meaningful impact.



Our **Vision** and **Values**

The foundation of everything we do

Vision

To become the UK's most impactful learning organisation, unlocking potential, transforming industries and building stronger communities.

Our Ambitions for 2030

By 2030, we will be:

- Continuing to be a great place to work, where our people are proud to build their careers
- A provider of choice for both learners and employers
- A training partner that supports the industries we serve through consultation as well as delivery
- Continuing to achieve top-class outcomes for achievement and inclusion, moving all areas currently at expected standard to strong by 2030
- One of the leading skills providers for technical and trade skills in the UK
- Thought leaders on sustainability within the industries we serve, supporting employers with their transition and ESG plans through embedded sustainability awareness and training at all levels and roles

Our Values — The Five I's

Our values define how we behave every day and the qualities we believe in as an organisation.

Impact

We make a difference.

Intent

We act with purpose.

Integrity

We do the right thing.

Inspire

We unlock potential.

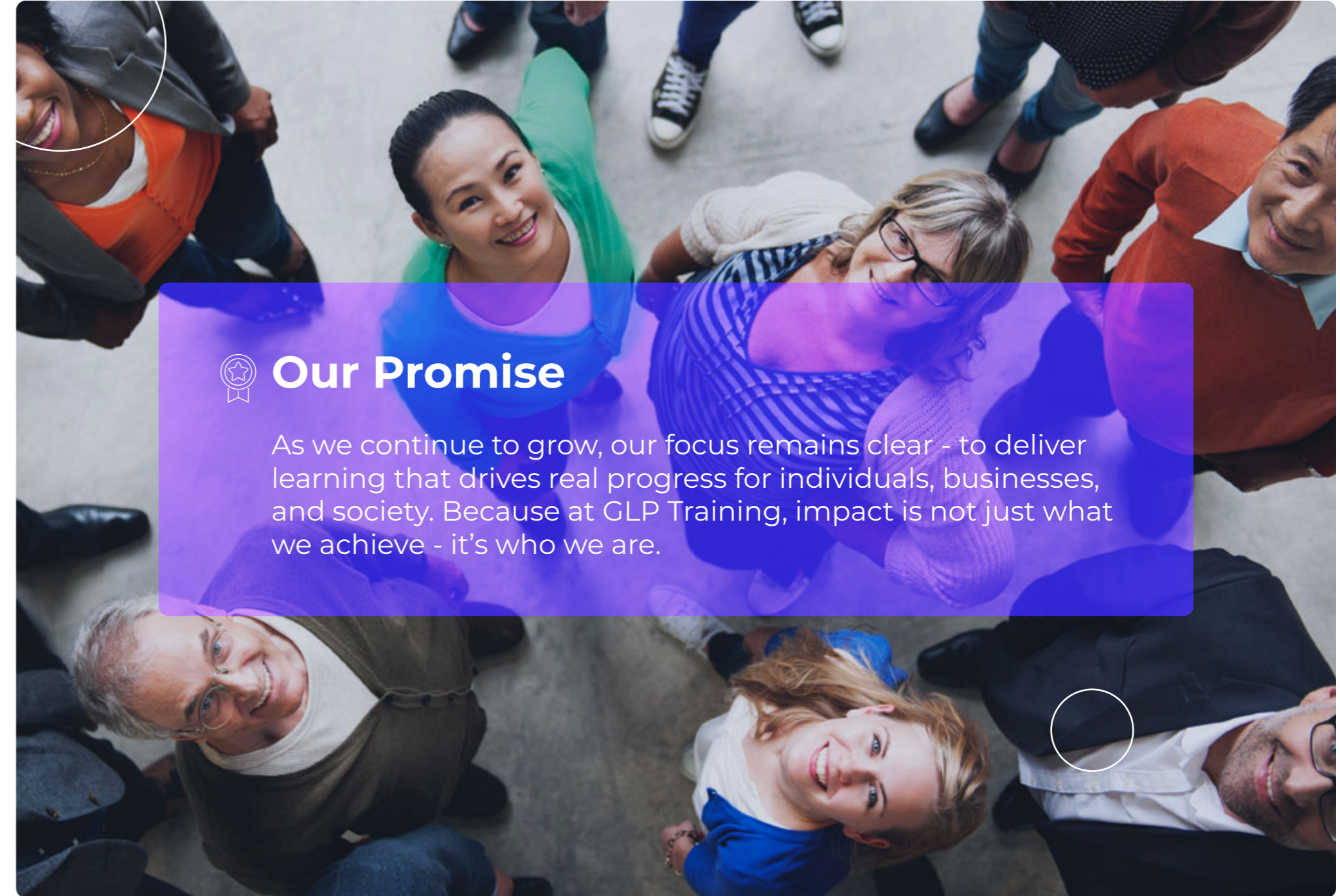
Improvement

We never stop getting better.



Our Promise

As we continue to grow, our focus remains clear - to deliver learning that drives real progress for individuals, businesses, and society. Because at GLP Training, impact is not just what we achieve - it's who we are.



Our Impact

B-Corp

Balancing purpose and profit, verified by B Lab

GLP Training is a Certified B Corporation, independently verified by B Lab as meeting high standards of social and environmental performance, public transparency and legal accountability. Our B Corp status sits alongside our Five I's as evidence of who we are as an organisation, and commits us to balancing purpose with profit across everything we do.

Our performance is assessed and reported across five key impact areas:

Governance

Mission, ethics, accountability and transparency.

Workers

Compensation, benefits, training and culture.

Community

Diversity, equity, inclusion and civic engagement.

Environment

Resource use, emissions and environmental management.

Customers

Impact through our learners and employers. Wider world - ensuring that everything we do contributes positively to the communities we serve.

As a Certified B Corp, we recertify on a rolling cycle and continue to strengthen our practices across each of these five areas throughout the life of this Strategic Plan, embedding social and environmental accountability alongside our growth ambitions.



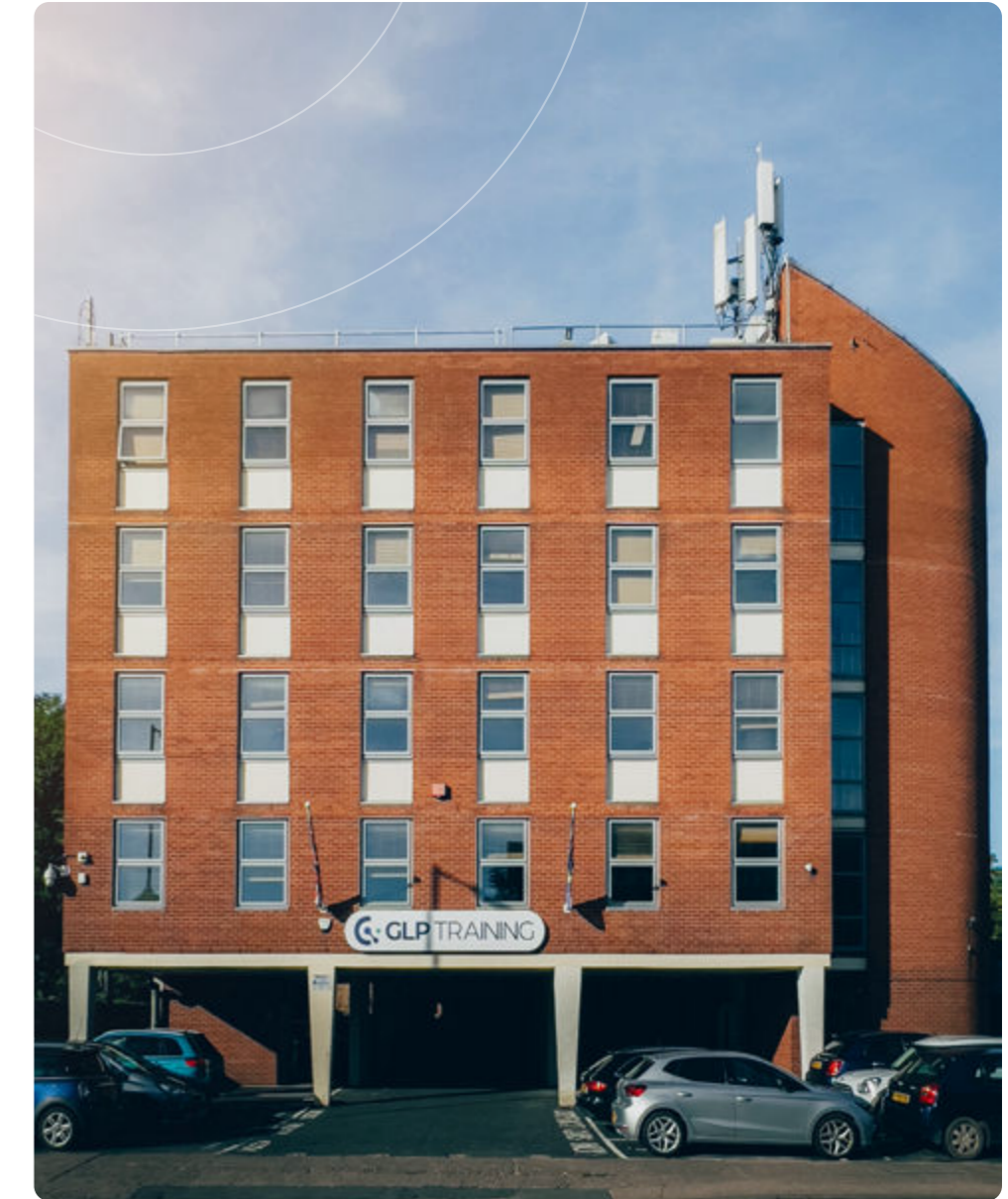
Context

Challenges and opportunities in the skills landscape

The UK skills and education landscape is changing rapidly. Employer demand for higher technical and professional skills is growing, the apprenticeship system continues to evolve, and the introduction of the Lifelong Learning Entitlement signals a fundamental shift towards flexible, modular and stackable qualifications. At the same time, the rise of artificial intelligence is transforming the nature of work and the skills that employers need from their workforce.

GLP Training has navigated a period of significant growth and investment, reflecting the strength of our employer relationships, the quality of our delivery and our ability to scale quickly in response to demand. Our Ofsted inspection in March 2026 confirmed that our achievement rates are now high, that apprentices make extensive progress over time and that almost all remain in employment, with many taking on increased responsibility or gaining promotion.

These achievements provide a strong foundation for the next phase of our development. This Strategic Plan is our response to the changing landscape, a plan that builds on our strengths, addresses the areas where we want to grow and positions GLP Training as a leading force in skills and higher technical education.



Our Vision in Action

Three strategic pillars for 2026 - 2030

We will realise our vision through three strategic pillars, each defined by a clear aim and driven by practical transformation priorities.

Expanding Reach

More learners, more employers, more impact

Delivering Quality

Outstanding outcomes for every learner

Deepening Relevance

Staying close to industry and communities

Pillar 1: Expanding Reach

More learners, more employers, more impact

Aim: Grow our reach across learner groups, geographies and provision levels.

In 25/26 GLP Training supported 2314 learners across levels 2 to 5+, with a growing portfolio of higher technical qualifications, Skills Bootcamps, sector-based work academies and commercial programmes. Our ambition is to significantly increase the number and diversity of learners we support, extending our reach into higher and degree apprenticeship provision and building a national presence that reflects the breadth and quality of our employer partnerships.

“GLP Training helped me progress into a management role I wouldn't have thought possible two years ago. The support was genuine and the programme was built around my real job.”

GLP Learner, Operations Manager Apprenticeship

Transformation Priorities

- Degree Apprenticeship Expansion Launch Level 6 degree apprenticeship provision through strategic university partnerships, beginning with the Project Manager Integrated Degree (Level 6) in partnership with the University of Worcester, with first enrolments in October 2026.
- Higher Technical Qualification Growth Grow our HNC, HND and HTQ portfolio, building on existing approvals with Pearson, CMI and ILM, and expanding into new subject areas that respond to employer demand.
- Geographic Reach Extend our national cohort model to reach underserved employers and learners across the UK, supported by investment in digital delivery infrastructure and regional employer engagement.
- Employer Partnership Development Deepen relationships with existing employer partners including Mitie, Sanctuary, ISS and Sodexo, whilst actively developing new partnerships with employers seeking co-designed academy models.
- Flexible Entry Pathways Develop streamlined enrolment and entry pathways that support employer-sponsored, self-funded and cohort-based learners, taking advantage of opportunities created by the Lifelong Learning Entitlement.

Pillar 2: Delivering Outstanding Quality

Outstanding outcomes for every learner

Aim: Be the provider of choice for employers and learners based on outcomes that matter

Quality is at the heart of everything GLP Training does. Our Ofsted inspection in March 2026 confirmed that achievement rates are now high, that tutors use high-quality learning resources, and that co-design with employers is embedded across our curriculum. Our QAR results for 2024/25 show a pass rate of 96.8%, reflecting the commitment of

our tutors and the effectiveness of our delivery model. Our ambition is to sustain and build on this performance across every programme we deliver. In 2024/25 and 2025/26, learners with additional learning needs have not only performed in line with their peers but have outperformed them in some areas — clear evidence of the quality of our resources and the strength of the support we provide, ensuring no learner's needs go unmet and no learner is disadvantaged. Our learner and employer satisfaction rates sit at good and excellent, with a 5-star Trustpilot rating for our commercial courses.

We recognise that quality is not just about achievement rates. It is about the experience learners have, the progress they make, the confidence they build and the difference that learning makes in their working lives and careers.

“The tutors were genuinely expert in their field. Every session was relevant to my actual job and I could see the impact of my learning straight away.”

GLP Learner, Facilities Specialist Operations Manager

Transformation Priorities

- Curriculum Excellence Maintain a curriculum that is industry-led, academically rigorous and regularly reviewed in partnership with employers, awarding bodies and sector specialists.
- Digital and AI-Enhanced Learning Invest in digital infrastructure and AI-powered learning tools to enhance the quality, consistency and personalisation of our delivery, including scenario-based learning and adaptive feedback.
- Tutor Development Deliver a structured programme of continuing professional development for all tutors and coaches, ensuring they

remain current in their industry specialism and effective in their delivery practice.

- Learner Outcomes and Progression Track and report on learner progress, retention, achievement and progression into employment or further study, using data to drive continuous improvement across all programmes.
- End Point Assessment Performance Sustain and improve our EPA pass rates and distinction rates by embedding EPA preparation throughout the learner journey, not just at the end of the programme.

Pillar 3: Deepening Relevance

Staying close to industry and communities

Aim: Remain the most relevant and responsive skills partner for the industries we serve

GLP Training's strength has always been the depth and quality of our employer relationships. We do not design programmes and then find employers to fill them. We work with employers to understand what their workforce needs, and then build provision that responds to those needs. This approach has made us the chosen apprenticeship provider for a number of leading higher education institutions, and the trusted delivery partner for major employers across facilities management, professional services, sustainability and construction.

Our strategy is to deepen this approach across every sector we serve, staying close to the skills agenda, responding quickly to emerging needs and developing provision that keeps employers and their workforce future ready.

"GLP Training understands our business. They don't just deliver training — they help us develop our people in a way that fits how we work."

Employer Partner, Facilities Management

Transformation Priorities

- Sector Specialisation Deepen our expertise across our four sector specialisms: construction and trades, facilities management, leadership and professional services, and sustainability, ensuring our provision reflects current and emerging industry skills needs.
- University and HE Partnerships Build formal collaborative partnerships with higher education institutions that extend our provision into degree-level apprenticeships, beginning with the University of Worcester partnership and expanding into further subject areas.
- Level 6 and Level 7 Expansion Expand our Level 6 offering and Level 7 commercial qualifications, such as Sustainable Leadership with ILM, to support our learners throughout their careers and our employers with workforce development. This will help meet skills demands, eliminate skills gaps and ensure we are future-ready, with clearly aligned, accessible training solutions spanning front-line to senior executive roles.
- Higher Education Institution Delivery Consolidate our position as the apprenticeship delivery partner of choice for higher education institutions, building on our established relationships with our chosen HE partners.
- Industry Advisory Input Formalise employer and industry advisory structures across all sector specialisms, ensuring that curriculum design, programme development and quality assurance are informed by those who know the skills landscape best.
- Sustainability and Social Value Embed sustainability and social value principles across our own operations and within the programmes we deliver, reflecting the growing importance of corporate responsibility for the employers and learners we work with.



Your Success

Empowering Growth
Through Lifelong Learning



Higher Education Strategy

Extending purposeful learning into higher-level and degree apprenticeship provision

This Higher Education Strategy sets out how GLP Training will extend its provision beyond Level 5 into degree-level, postgraduate and commercial higher-level qualifications, delivered in formal partnership with universities and awarding bodies. It underpins our ambition to be one of the leading skills providers for technical and trade skills in the UK, ensuring learners have a clearly aligned, accessible pathway from entry-level training through to senior executive roles.

Strategic Aims

- Build formal collaborative partnerships with higher education institutions that extend our provision into degree-level apprenticeships, and expanding into further subject areas
- Consolidate our position as the apprenticeship delivery partner of choice for higher education institutions, building on our established relationships with our chosen HE partners
- Expand our Level 6 offering and Level 7 commercial qualifications, such as Sustainable Leadership with ILM, supporting learners throughout their careers and employers with workforce development from front-line to senior executive roles
- Grow learner numbers at higher and degree levels through

new university partnerships and Higher Technical Qualification (HTQ) development, diversifying our income streams alongside apprenticeships, Skills Bootcamps and commercial programmes

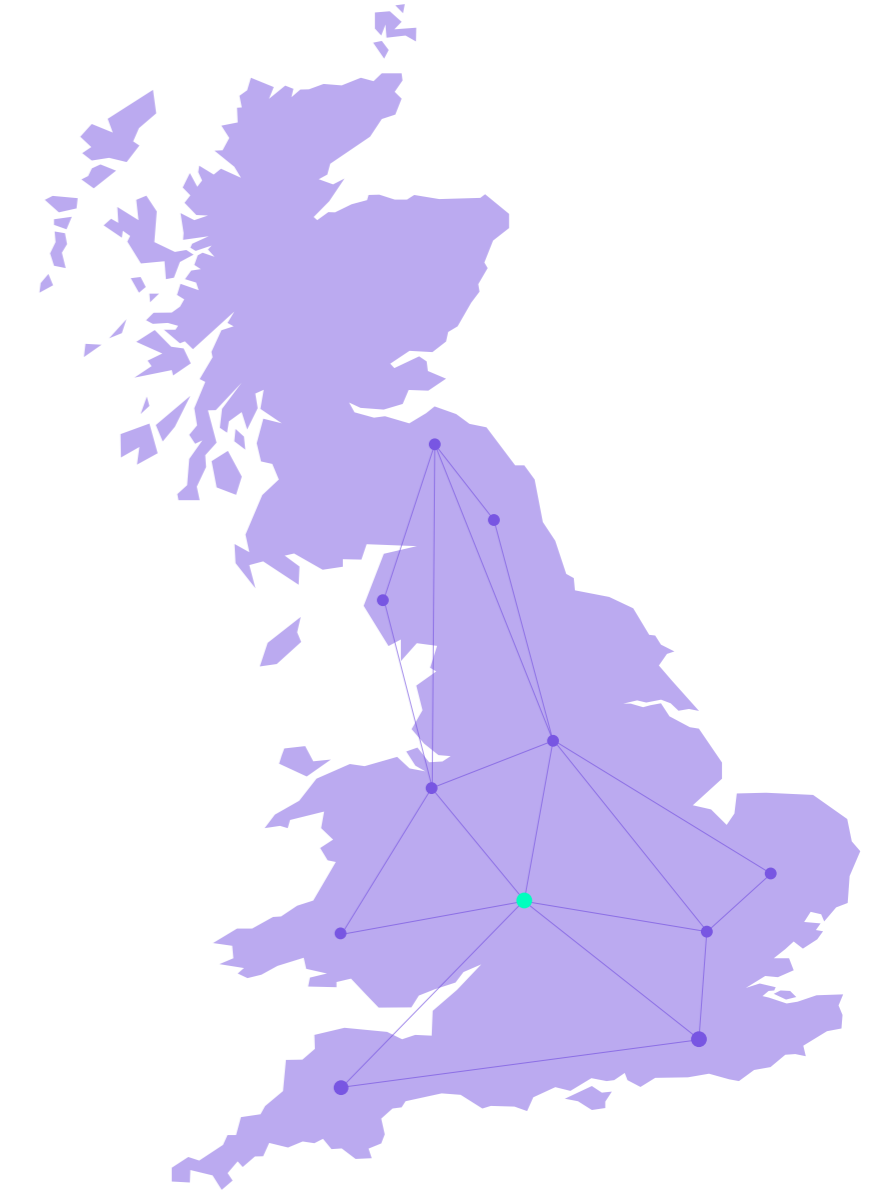
University	University partner for degree-level apprenticeships, with plans to expand into further subject areas
Chosen HE Partners	Established apprenticeship delivery partners; relationships to be consolidated as part of this strategy
ILM	Level 7 commercial qualifications, including Sustainable Leadership

Quality Assurance for Higher-Level Provision

Higher-level and degree apprenticeship provision is held to the same rigorous quality standards as the rest of our portfolio. Curriculum design, programme development and quality assurance for this provision are informed by our formalised employer and industry advisory structures, delivered by tutors supported through our Thrive CPD platform, and governed through the same reporting lines to our Senior Leadership Team, Non-Executive Directors and Audit and Risk Committee that oversee the whole organisation.

Our Targets by 2030

- Significantly grow learner numbers at Levels 6 and 7 through expanded university and awarding body partnerships
- Extend the University of Worcester partnership into further subject areas beyond its initial scope
- Be recognised as the apprenticeship delivery partner of choice for higher education institutions nationally
- Offer a complete, clearly aligned progression pathway from Level 2 through to Level 7 across our sector specialisms



Implementation

A programme for sustained growth and long-term resilience

Delivering this Strategic Plan requires financial sustainability, strong governance and a culture of continuous improvement. GLP Training enters this strategic period from a position of strength: strong Ofsted outcomes, growing turnover, increasing employer demand and a clear sense of organisational purpose.

Our growth will be driven by:

- Expanding our apprenticeship portfolio to meet employer demand and learner progression opportunities
- Expanding learner numbers through clear course progression pathways, providing further opportunities for learners to progress and remain with GLP
- Expanding learner numbers at higher and degree levels through new university partnerships and HTQ development
- Growing our employer base through proactive business development and deepened sector engagement
- Diversifying income streams across apprenticeships, HTQs, Skills Bootcamps, commercial programmes and collaborative HE provision
- Investing in digital infrastructure and AI-enhanced delivery to improve quality and operational efficiency

Our people and culture will be strengthened by:

- Ongoing CPD through our Thrive internal learning platform and annual CPD calendar
- Ongoing tutor CPD through covering industry and pedagogical training and development
- Investing in leadership and management capability across the organisation
- Maintaining a culture that reflects our Five I's in every interaction with learners, employers and partners

Our governance will ensure:

- Robust Safeguarding Oversight Our Board and Safeguarding Lead maintain oversight of a whole-organisation approach to safeguarding, including routine monitoring of our Single Central Record, mandatory safer recruitment and safeguarding training for all governors and staff, and regular review of policies to ensure concerns are handled consistently across all delivery sites and employer settings.
- Strategic Challenge and Accountability Our Non-Executive Directors act as a critical friend to the Senior Leadership Team, evidenced through challenging questions recorded in board minutes and fluency in key performance data, including achievement rates, retention and outcomes for learners with additional needs, supported by regular reporting on designated areas of focus.
- Clear Vision and Self-Evaluation Our Board maintains a clear,

- evidence-based understanding of GLP Training's strengths and areas for development, informed by an accurate Self-Assessment Report that directly shapes our Quality Improvement Plan and keeps our strategic vision and long-term direction grounded in evidence.
- Financial and Resource Management Our Board maintains a secure understanding of GLP Training's financial health, ensuring funding is spent effectively, evaluated for impact, and strategically allocated to support sustainable growth.

Investing in People

A collaborative team united in improving outcomes for learners, employers and each other.

Digitally Empowered

Embracing technology and data to drive quality, efficiency and innovation across all that we do.

Focused on Impact

Tracking progress, celebrating success and holding ourselves accountable to outcomes that matter.



“We don't just train people for today's roles - we prepare them for tomorrow's opportunities.”



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Explore GLP Training

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Purposeful Learning.
Meaningful Impact.



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