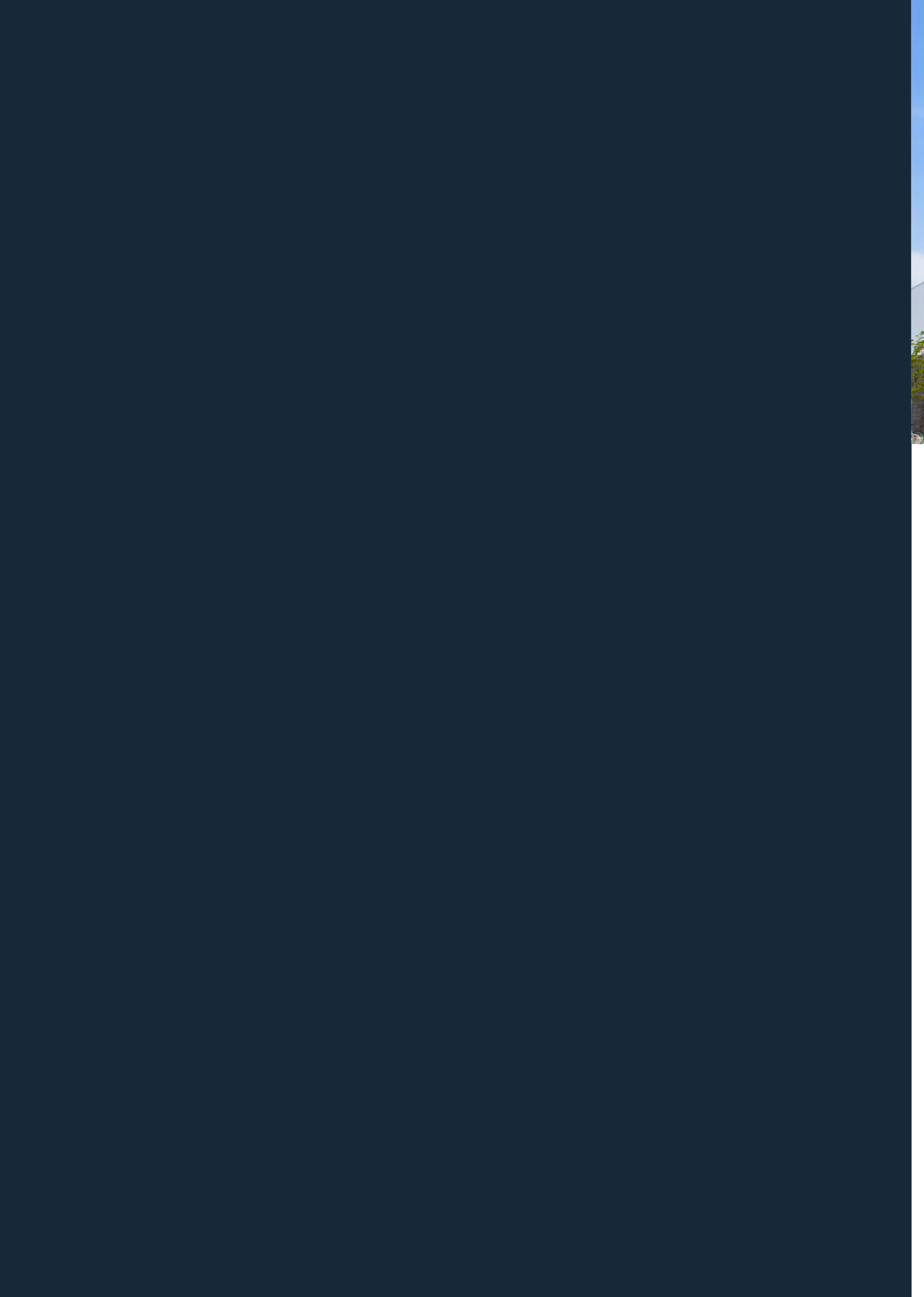




# Business Plan

Vision 2025





# TRAINING SPECIALISTS

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## Mission

To sustain a safe, effective environment to deliver a high-quality, innovative learning experience. To nurture, develop, challenge and assure learning, that better equips staff and learners in their current and future career, and in society.

Become a strong strategic partner, working with clients to support their training requirements and help them to develop bespoke learning programmes. Listen and understand our clients' needs, providing them effective and efficient developmental programmes.

Embed our strategies for continuity of service and continue to develop a logical staff development plan to enhance our teaching techniques and industry-relevant vocational skills. We strive to be recognised as a prime provider of choice by developing new methods and evolving our provisions safely across digital platforms. We strive to lead the way in delivering the most effective apprenticeships in the automotive and logistics sectors, providing creative and stimulating learning pathways.

We are fully committed to supporting all learners and employers while encouraging unbiased career progression.



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## Vision

We are committed to employing governors, leaders and managers to direct the business and achieve our values. We are passionate and committed to evolving and investing in our core infrastructure, meeting the demands of our clients, stakeholders and learners, and ensuring we are compliant and aligned with the ever-changing legislation and sector needs across the UK .

We are committed to delivering services that provide new skills and knowledge, in ways that enhance job retention, and strong societal functionality. This commitment will stimulate a practice that provides logical sequential goals, transparent aims and objectives, so that learning outcomes are understood well, achieved and ultimately retained.

We will strategically manage our business so that we can achieve future aims and successes for strong business growth. We will generate profit through innovation and market intelligence. We will build on long-standing relationships to maintain these key partnerships and, through strong engagement practices, will develop new ones.



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## Core values

### Educate

Knowledge is power, and vital to our success. We will encourage you to learn something new, often, and provide you with educational pathways to be the best you can be. Through personal development, you will be able to entwine your passion, expertise and integrity through everything you do.

### Family

Diverse in our make-up, united in our goals. We are a company built on family values: integrity, tolerance, diversity, and stability. Quite simply, we care for and believe in each other.

### Communication

Open, honest and available. We are listening; your voice will be heard so that we know what to do better. Communication goes both ways, so we will keep you informed about what matters to you, and to us.

### Progression

Encouraging ambition, for all. We realise the potential and value in everyone. We will provide routes to training, development and progression with unbiased career advice.

### Community

Supporting our family and beyond. We believe in thinking beyond the company, giving back to the communities we serve and support, and embracing opportunities to help.

### Recognition

Acknowledging efforts and rewarding achievements. We understand everyone should feel like their hard work is important and worthwhile.

### Quality

Achieving the highest standards, together. We will help you to understand the core principles of quality, so that we can achieve excellence in everything we do.





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# Helping people succeed for over 50 years

**1971**

## The first GTG training centre opens

GTG (or the Glasgow Training Group) is established in Kirkintilloch, specialising in automotive training.

**2003**

## GTG joins the Arnold Clark Group

GTG is purchased by Arnold Clark Automobiles and continues to provide technical training to the company's employees.

**2007**

## GTG invests in the future with a new Glasgow training centre

Understanding the need to increase career opportunities and offer high quality apprenticeship training, Arnold Clark invests in a new £10 million custom-built training and conference centre, which opens its doors in the regenerated Clydeside area of Glasgow.

**2013**

## GTG West Midlands

A new GTG training centre opens in Wolverhampton, boasting both high quality academic and technical training and leading edge facilities - including a 250-seat conference room.

**1995**

## GTG Edinburgh opens

GTG expands its operation with a new training centre in Edinburgh.

**2012**

## On the road to Monte Carlo

Classic cars stop at GTG Glasgow before the Monte Carlo Rally, giving apprentices a unique opportunity to see the cars up close and help with maintenance.

**2014**

## At the heart of the Commonwealth Games

GTG Glasgow plays its part for the Commonwealth Games by offering secure parking space and support for the official fleet, with 600 Fords positioned on site throughout the event.



## 2015

### GTG Edinburgh expands its operations

World famous cyclist Mark Beaumont opens GTG's brand-new, purpose-built training centre, which now offers a 200-seat conference facility. The new centre is larger than the previous site by 3000 square feet.

## 2017

### RoATP success

GTG Training is added to the Register of Apprenticeship Training Providers, meaning the company can increase opportunities and provide apprenticeships to levy-paying employer partners.

## 2019

### Training Provider of the Year

GTG wins Training Provider of the Year at the 2019 Talent in Logistics awards in Milton Keynes.

## 2021

### GTG's 50th Anniversary

GTG celebrates its 50th anniversary!



YEARS OF GTG

## 2015

### Prince Charles comes to GTG

To celebrate GTG's involvement in the Prince's Trust Get into Cars initiative, HRH The Prince of Wales visits GTG Glasgow to meet apprentices and talk to them about their training.

## 2018

### GTG Kilbirnie Street opens

GTG Kilbirnie Street opens its doors, expanding its range of HGV, bus and coach courses.

## 2020

### GTG Clyde Building opens

GTG's electric and hybrid training centre opens next to GTG Glasgow. The Clyde Building hosts an 11,000 square foot workshop and 20 additional ramps.



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## Company background

The Glasgow Training Group was established in Kirkintilloch, Glasgow, in 1971. The aim was to deliver high-quality apprenticeships across the West of Scotland for the automotive Industry.

The further education system, in the 1970s, was producing low-quality, inconsistent apprenticeship training. An automotive retail consortium, including Sir Arnold Clark, collaboratively invested to establish a more wholesome solution. This brought about much-needed change for apprentices, and the industry. The training business went on to provide a high-quality apprenticeship programme, which has been maintained for over 50 years.

As the landscape of both the education and automotive industries evolved, the Arnold Clark Group purchased the training business outright in 2003. In 2005, the business transformed its brand identity; and so, Glasgow Training Group became GTG Training Ltd. At the very core lies a deep-seated passion for providing high-quality apprenticeships. GTG's profits are continually reinvested to provide; wholly owned properties, dedicated and flexible work spaces, industry-current technology, relevant and modern training equipment, new generation e-portfolio and e-learning platforms, competent staff and a safe and effective learning environment.

Since 2004, with upwards of £50m of investment, GTG own five dedicated training facilities and employ 165+ staff to support the delivery of high-quality provisions. GTG listens to its stakeholders and thinks how best to meet their needs, including; clients, learners, delegates, staff, board and the wider industry. GTG is a well-established education provider in Scotland, and since 2013, has been providing a range of English apprenticeships from its facility in Wolverhampton. The extension of this business arm was to ensure that our provision was accessible across the UK:

- Automotive Technical - commercial and funded
- Transport & Logistics - commercial and funded
- Health & Safety - commercial
- Computer & IT - commercial
- Business solutions - commercial and funded
- Facilities and conferencing solutions

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## Executive summary

Growth of revenue and profitability since 2020 has been extremely tough in the midst of a pandemic, however we made decisions throughout this difficult period that sustained profit. These results are driven by efficiently managed resources and robust business strategies. We continued to build momentum, enhancing our profile in England and increasing the number of those undertaking apprenticeship programmes. The automotive and logistics sectors provide our largest portfolio of apprenticeship programmes and commercial activity, so it is vital that we provide a sustainable and relevant experience for employers' needs.

In 2020 and 2021, there was a significant interruption to planned business activities due to the global health pandemic. Leaders and managers continued to evaluate the breadth of service provision as they faced ongoing disruption to what was the 'norm'. In doing so, the following action was taken:

- Invested heavily and swiftly implemented stringent new hygiene and safety measures to reduce the spread of the virus.
- Established a robust apprenticeship learning and assessment practice remotely, using online platforms and new techniques to assure retention of knowledge.
- Adapted traditional classroom delivery to a remote model across the commercial portfolio.
- Worked with our clients to support their most immediate needs, e.g., supporting apprentices while on furlough, supporting employees' wellbeing, achieving and maintaining compliance through staff training and development requirements, all while also operating throughout the pandemic. We provided employers with a return on investment across all training and apprenticeship programmes at the most difficult of times.

Since the pandemic took hold, GTG has performed above all expectations. Contributory factors include:

- Over 50 years' experience in delivering apprenticeships
- Agile and rapid business decisions in unprecedented times
- Clear leadership, guidance and support
- An experienced and motivated sales team with strong links to industry
- Competent, flexible and passionate practitioners providing a high-quality provision throughout the most difficult of times.

The company remains focused on providing vital infrastructure and resources to support all apprenticeship programmes and our broad portfolio of commercial training. GTG strives to grow in provision, experience and profitability, allowing us to keep pace with market trends, diversification of our clients' needs and industry-led technological advances. We foresee that 2022 could continue to be a difficult year, as we are still in the grip of the pandemic, however we have taken this into account and the financial projection for the year should be achievable. Coming through the most difficult trading period in our 50-year history has shown us where we are strong, how swiftly we can implement our contingency plans, and where there is weakness. Leaders and managers wish to celebrate our achievements with the staff and provide the impetus to forge ahead.

# Arnold Clark

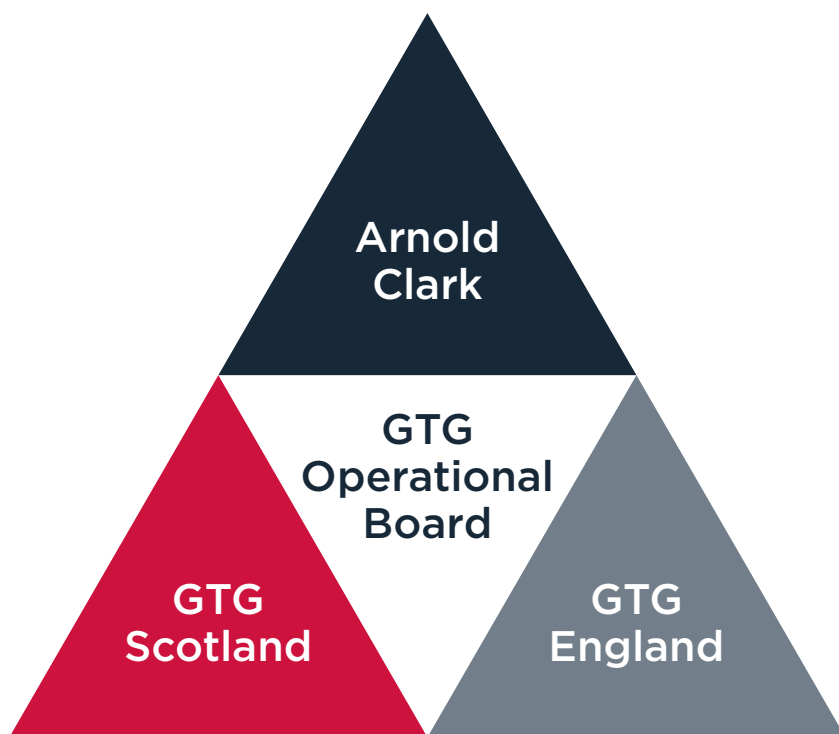
Welcome to  
Arnold Clark  
Head Office





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## Operational management



## Management structure

GTG implemented a top tier re-structure in 2018 to allow for a more deep-seated approach to strategic leadership. The business takes a structured approach to managing the portfolio of provision through two key revenue streams: commercial and government-funded. This approach ensures that the quality cycle and our operational performance are measured effectively, providing oversight of the sustainability of the business. GTG directly reports to its parent company by assignment of a board member in the role of GTG Director. This appointment provides direct oversight of the business and is accountable for its sustainability.

GTG is strategically led by:

- Billy Hammond, GTG Operations Director
- Kenny Nicolson, GTG Group Apprenticeship & Funding Operations Manager
- Pauline Marshall, GTG Group Commercial Operations Manager.

GTG is operationally managed by a senior team:

- 1 Group Head
- 3 Heads of Specialism
- 2 Area Managers
- 13 Departmental Managers.

## Quality and compliance

As a business, we seek to position ourselves as a UK-wide training provider of choice, delivering consistently high-quality courses. GTG is required to comply with obligations under contractual conditions with: employers, Skills Development Scotland, Education & Skills Funding Agency, Ofsted, and awarding organisations and sector skills councils. In order to meet these obligations, we must:

- Continually self-assess our provisions and adhere to action plans raised within the SDS quality improvement framework (QAP) and, for English delivery, the quality improvement plan (QIP).
- Provide high-quality teaching, learning and assessment and meet all stakeholders' standards.
- Ensure that the quality cycle is robust and the QMS is accessible for all staff. Policies and processes are reflective of all business activity and are fully understood by staff and stakeholders. Reflective, immersive and ongoing staff development and CPD will meet the overall needs of the business.
- Perpetual audit of compliance, meeting funding body rules, HMRC requirements and revenue recognition.
- Undertake quality assurance activities across all areas of the business, including:
  - Formal observations of teaching, learning and assessment
  - Benchmarking outcomes across the provision, i.e. pass rates, retention, etc.
  - Re-sequence curriculum swiftly when required
  - Routinely engage with learners and delegates, hearing their views and meeting their needs
  - Routinely engage with staff, hearing their views and adapting our policies
  - Ensure that employer engagement strategies are in place Review our IAG offer and its effectiveness

## Staff and systems

GTG employ a breadth of experienced personnel in key roles, such as:

- Head of Apprenticeships (England)
- Head of Quality (England)
- Quality Manager (Scotland)
- Specialist Skills Practitioner
- Board of Governors
- Sector Specialist Management teams
- IQA team
- Client Relationship managers
- Facilities managers, hosts and operatives
- Contracting and tendering experts
- Administration and accounting specialists
- Teachers, trainers, assessors and advisors across the portfolio of services

With a wealth of knowledge, expertise and passion, these appointments ensure that we provide a high-quality service, strategic oversight and an effective quality cycle. This in turn provides us the platform to become the provider of choice for commercial and funded training programmes across the UK.

As we move ahead to a healthier climate, the retention of staff and talent growth is vital. Leaders take stock of business activities and resource requirements on a monthly basis.





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## Key performance indicators

Management and staff KPIs are devised, adjusted and measured on an annual basis and responsibility is devolved to the respective department head. The Operations team have set a number of high-level targets for the business to achieve:

- Grade 2 'Good' for apprenticeship programme delivery in England, and Exemplary in Scotland
- Delivering consistently high-quality teaching, learning and assessment
- Risk management of all contractual obligations
- Implement and measure support for employer partners through difficult times and to grow their apprenticeship employment programme
- Financial targets are measured monthly and to be achieved by the financial and devolved funded year ends
  - SDS Apprenticeship funding
  - ESFA Apprenticeship funding
  - Sales commercial targets
  - Utilisation of facilities on or above 80% for events and hire across the UK
  - Scotland targeted with 15% turnover growth, 2022 - 2025, retaining a minimum of 8% direct profit
  - England are to achieve each annual budgeted turnover, retaining 5% direct profit
- Achievement rates: 80% 'Achiever to Leaver' ratio in Scotland to be improved annually by 1% to 2025
- KPIs for English apprenticeships are driven by achievement rates, reviewed at the end of each academic year and depend on carry-in. Overall achievement and timely achievement must increase year on year. Maintaining QAR rates which are at least above national minimum benchmark

Although these KPIs are set at the highest level, managers will drill down further to manage their respective delivery areas in more depth. Staff bonus systems are driven by a range of business compliance targets, performance management outcomes and efforts to work effectively with others in a unified and cooperative way.



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# Apprenticeships

GTG strive to deliver a safe and effective apprenticeship provision across the UK. Our quality strategy, and subsequent arrangements, are designed to provide oversight of the entire practice, including these key areas:

- Strong, dynamic teaching practice
- Well-managed support for those with additional needs
- Robust coaching and mentoring practice and support
- Valid and accurate assessment
- Fair and impartial QA and IV sampling practice
- Routine employer and learner engagement
- Unbiased, accurate and effective IAG services
- Stringent embedded safeguarding practice
- Strict performance and risk management practice

To become the provider of choice for apprenticeship delivery in the automotive and logistics sectors across the UK, we understand that strategic planning and oversight is key. A growth case was reviewed, and subsequently approved, in order that we can provide a dedicated workshop area for a sustainable future for our Bus & Coach and HGV apprenticeship provisions and a fully equipped EPA-leased facility. The plan is to develop the Bus & Coach and Heavy maintenance programmes to provide the best possible learning experience. We have already engaged with some of the UK's largest employer groups within these sectors.

In May 2019, we underwent an Ofsted full inspection and were judged as 'Requires Improvement'. Our aim is and has always been to provide a high-quality learning programme and this remains our top priority. We have taken on board all recommendations from the inspection and are meticulously planning improvements in practice, both operationally and through quality. We fully expect that at the next Ofsted full inspection the outcome will reflect our commitment, passion and efforts to improve. We thank our employer partners, learners, clients, governors and staff for their unfaltering support and dedication.

We have continued to successfully contract with both Skills Development Scotland and the Education and Skills Funding Agency in order to deliver apprenticeships. Such obligations are undertaken with the highest priority, as reflected within our quality and operational management practice. GTG are set a number of targets to achieve, incumbent of the approved funding arrangements:

- Skills Development Scotland "Achiever to Leaver" ratio is the measurement of the efficiency of the apprenticeship training by the number of learners achieving their qualification against the number of learners leaving prior to completion.
- ESFA overall and timely achievement (QAR) rates are the measurement of the efficiency of the apprenticeship training by the number of learners achieving their qualification/competency on time against the number of learners leaving prior to completion.

Leaders and managers dispense duties in accordance with overarching quality and compliance requirements by setting KPIs. Our obligations are met by applying a range of actions: delivery targets, benchmarking, risk management, performance management and stringent quality practice.

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## Market analysis

GTG Training is the second largest provider of apprenticeships, working in partnership with Skills Development Scotland. We hold the largest SDS contract within the automotive and logistics sectors, however the largest contract holder in Scotland is CITB. We also provide a wide range of commercial training across multiple sectors, mainly as we have built strong relationships with our clients over the past 50 years'. We understand their needs and adapt to them.

GTG is a market-leading brand, known across the central belt of Scotland. We are the preferred choice for many employers throughout the region. We are the largest privately owned training provider in Scotland, and have the backing of our parent company Arnold Clark Automobiles Ltd. Our parent company is the largest privately owned motor vehicle retailer in Europe and are a UK-wide household name. We are proud to be part of the Arnold Clark family, and since 1971, have benefited immensely from their skills and expertise in running a substantial business.

We monitor our competition closely with support by a dedicated marketing team. The marketing team carry out web analysis, product market research and labour market statistics so that we can benchmark our services.

We have a number of dedicated account managers, continually engaging with employers and those within the labour market, to ensure our services are current, meet industry demands and expectations. We strive for continuity and accuracy of information across our website and communication platforms. Our website has recently undergone a backend digital overhaul, as part of our overall improvement programme. We can now effortlessly update content so that it is relevant and easy to navigate for all users.

We routinely evaluate feedback from our learners and stakeholders, informing our self-assessment activity. Our dedicated customer charter 'Think Customer' provide a platform for learner, staff and stakeholder voice. The charter is dedicated to evolution.

We are independently monitored and evaluated by our funding and awarding bodies, such as: SDS, ESFA, IMI, SQA, Ofsted, Pearson, CLT, City & Guilds, RTITB, DVSA, JAAPT, PASMA, NPORS, NEBOSH, IOSH and Highfield.

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# Products and services

GTG have made substantial investment in the delivery of new apprenticeship standards in England which include physical space, new curriculum build, up-skilling staff and active participation at trailblazer groups. Our apprenticeship provisions are delivered at level 2, 3 and 4.

GTG deliver bespoke educational skills packages in conjunction with; The Princes Trust, Schools, MOD Resettlement, devolved AEB and employability funded programmes. We have also sustained growth in the delivery of our commercial portfolio, including:

- IMI suite of courses (Light Vehicle, Heavy, Bus & Coach, Body. Panel & Paint courses)
- Forklift Truck
- Plant Operator
- Wide range of driver training
- Tailored health & safety training for the logistics sector
- Legislative logistics training
- Workplace health & safety accredited courses (NEBOSH, IOSH, First Aid Industry Body & Institute of Fire Engineers)
- Business Skills (personal development, ILM suite of Leadership & Management courses and effective communication)
- Computer Skills (Microsoft Office packages; Excel, Word, Outlook & Power point)

Business sustainability drives from our ability to work in partnership with our clients and the UK industry, and to diversify education, training and skills delivery models. Leaders and managers are responsible for adequately resourcing and applying developmental techniques to achieve future aims. We provide education and training in key priority sectors, such as logistics and automotive, whereby a heavy requirement for sustainable partnerships is key.

We endeavour to stay ahead of our competition by building our curriculum and other services in partnership with employers and sector specialists, delivering a return on investment. Business development staff are tasked with evaluating new business opportunities, both within their current client base and future prospects. We have worked in conjunction with our parent company and invested over £70,000 in a uniquely resourced information and recruitment vehicle, which aims at reaching local and outlying communities to provide a real-life, tangible view of apprenticeship opportunities.

## Future development

Our aim over the next three years will be to continue the expansion of the business and to become the 'training provider of choice' in the Automotive and Logistics sectors across the UK. We aim to enhance our profile across the events, retail and construction sectors.

GTG Edinburgh



GTG Wolverhampton





GTG Glasgow



GTG Clyde Building



GTG Kilbirnie Street





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# Marketing and sales

## Strategic management

The sales growth of our business is driven by the Operations team and area sales managers. Weekly meetings are hosted by the area sales managers. The managers will monitor sales activity and discuss individual targets and performance. The meeting encompasses both commercial and apprenticeship growth and is further discussed at weekly operational meetings. Sales performance is disseminated to the parent company (Board) as part of the monthly business performance and accounts review. The growth for the conferencing and events sector is driven by the Operations team and the area facilities manager. Recent success supporting the 2014 Commonwealth Games fleet team, the Wolverhampton region during the 2020 elections and Police Scotland throughout COP26 provides evidence that GTG is diverse in its approach to events management. We have a longstanding clientele that rely on our ongoing support to help them achieve their own business goals, and for the years ahead we aim to continue doing so and more.

## Sales experience

The Sales team vary in experience, therefore deliver with varying levels of activity and targeted achievement. The Sales position is described as 'account management' and, as such, our values, product knowledge, development and support are driven through the heart of the department.

- Sales targets now reflect staff in position, past their probationary period.
  - Sales targets have now been set for each account manager. (See separate budget sheet).
- Sales mix
  - The mix of sales targets reflect the needs of the business. There is a requirement for ongoing adjustment of the mix, and this is amended and recorded as and when required.
- Database build
  - The Sales team are targeted to manage their existing database and increase new contacts, keeping all records up to date and customer contacts informed of our products and services within each department of their account. Data captured will include: postal address, contact name, contact number and email address. All activity levels are reviewed by the sales managers at the end of each month. Our Account Management team are driven towards securing new customers and business; this is reviewed on regular one-to-ones with department managers and the area sales manager.

The Sales team are targeted to explore other business opportunities, such as:

- Construction has overlapping opportunities with the logistics and transport sector.
- Departmental managers (working with the Marketing team) are responsible for researching local/national industry requirements; establishing new or legislative training needs; and confirming numbers of potential delegates, new investments required, apprenticeship requirements and the scope of local competition (incl. SWOT).

## Maturing business relationships

Our dedicated sales resource work with our clients to ensure we are delivering training programmes that are relevant, innovative, high-quality and meeting their expectations. This is achieved by routine client engagement. We monitor the level of engagement using our CRM and booking system, Administrate.

The Sales team work hard to develop relationships with local Chambers of Commerce, ensuring we build a prosperous marketing profile in: Wolverhampton, Coventry, Black Country, Glasgow, Edinburgh, the Lothians and Forth Valley. We also network with large employer groups with a view to establishing long term relationships, some of which include:

- Arnold Clark Automobiles Ltd
- Stagecoach Bus and Coach UK PLC
- Marston's PLC
- WH Malcolm Logistics Ltd
- A.G Barr
- BAE systems PLC
- National Express Group

The Sales team also work with local authorities to engage in service delivery across the public sector, opening up new opportunities to evolve and support local communities. The Sales team will commit to short-term revenue growth by establishing a minimum of 10 business appointments per month throughout 2022, with 2023 -2025 targets to be determined at the strategic annual review.

## Brand awareness and marketing platforms

The Sales strategy will be supported by a robust marketing plan that incorporates the following activities:

- Direct mail (electronic) to contacts list
- Industry magazine / press promotion (sector specific)
- Regular networking meetings with clients and sector specialists
- Attending industry events, e.g., Truck Fest, Royal Highland Show, The Health and Safety event
- Attend relevant sector and industry-based networking events
- Training vehicles wrapped with business information to deliver training in our local areas
- Social media campaigns, e.g., Facebook posts, Twitter newsfeeds, etc.

The marketing executives assist us with brand awareness, campaigning and news feeds. The Operations team chair regular meetings with the Marketing team, working together to promote the entire service provision. Key platforms for outreach have been identified and are purposefully engaged, such as: social media, website, vehicle branding, trade press, event management and school/community liaison.



Prince's Trust

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# Get into Automotive Celebration Event



**Arnold  
Clark**









**Glasgow** 1330 South Street, G14 0BJ

**Edinburgh** 1A Queen Anne Drive, Lochend Ind. Est., Eh28 8PI

**West Midlands** Bearing Drive, Wolverhampton, WV11 3SZ

**0141 950 5600**

**0131 333 6833**

**01902 308090**