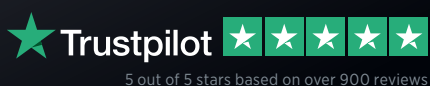




# GTG Training Ltd

Business Plan - Vision 2028



[gtg.co.uk](https://gtg.co.uk)

Mission

To ensure that every person who enrolls onto our courses leaves with new knowledge and skills that they have acquired through stimulated learning, which will have a positive impact on their future and place of work.

Vision

To be your training partner of choice, who listens and develops your workforce without compromise. We will deliver excellent learning that is aligned with emerging technologies or industry skills gaps, and underpins UK-wide economic growth.

Values



**FAMILY**

Diverse in our make-up,  
united in our goals.



**COMMUNICATION**

Open, honest  
and available.



**PROGRESSION**

Offering opportunities  
and encouraging  
ambition.



**EDUCATE**

Knowledge is power  
and is vital to success.



**COMMUNITY**

Supporting our family  
and beyond.



**RECOGNITION**

Acknowledging  
efforts and rewarding  
achievements.



**QUALITY**

Together we will  
achieve the highest  
standards.

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## Company background

**GTG Training, formerly called ‘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 now 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 the brand identity; and so, Glasgow Training Group became GTG Training Ltd. GTG Training's profits are continually reinvested to provide wholly owned properties, dedicated and flexible workspaces, industry current technology, relevant and modern training equipment, new-generation e-portfolio and e-learning platforms, expert staff, and a safe and effective learning environment.

Since 2004, with upwards of £50 million of investment, GTG Training owns five dedicated training facilities and employs 165+ staff to support the delivery of high-quality provisions.

As a company, GTG Training considers the best options for both its students and stakeholders, such as clients, learners, delegates, staff, its board, and the industry as a whole. GTG is a well-established education provider in Scotland, and since 2013, has been providing a range of English apprenticeships from our facility in Wolverhampton. The extension of this business arm was to ensure that our provision was accessible across the UK.

At the end of 2024, GTG Training went through a full image rebrand, including introducing a new logo and uniforms, rewrapping its vehicles in new colours, and giving the interior and exterior of their buildings a new look.

As part of this, the GTG Edinburgh branch now has three new classrooms and a new workshop, with other workshops undergoing a major refit of ramps, heating and lighting to allow for the company's growth over the next three years.

GTG offers facilities and conferencing solutions, as well as courses in the following areas:

- Automotive Technical – commercial and funded
- Transport and Logistics – commercial and funded
- Health and Safety – commercial
- Computer and IT – commercial
- Business Solutions – commercial and funded



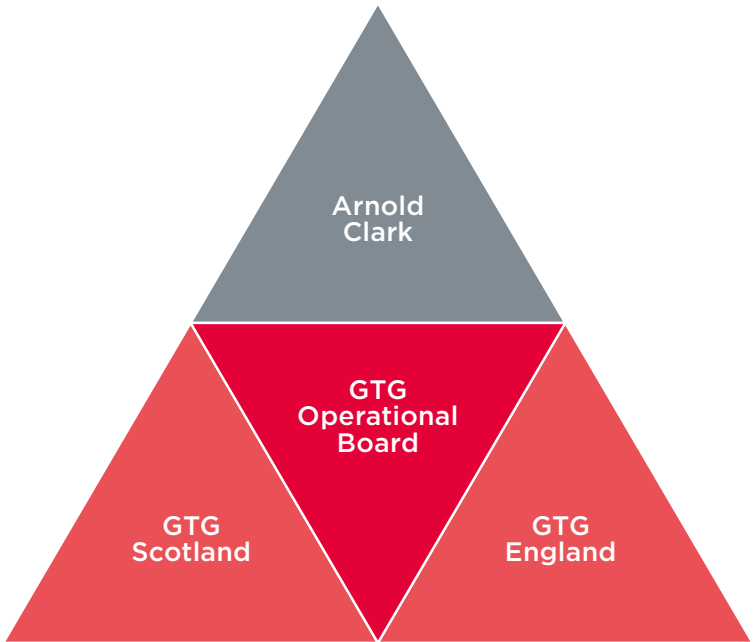
# Executive summary

GTG Training is a leading provider of apprenticeships and customised training solutions, helping organisations across various industries enhance their workforce’s skills and capabilities. As a business, GTG Training is dedicated to delivering high-quality, results-driven training programmes that align with our clients’ strategic goals, improve operational efficiency, and ensure long-term financial success.

## Key business strategy components:

1. **Targeted market positioning:** GTG Training positions itself as a leader in delivering corporate training solutions that span automotive, logistics, construction, health and safety and soft skills training. By focusing on bespoke training programmes, the company meets the evolving needs of businesses in diverse sectors, ensuring employees are prepared for the challenges of today and tomorrow.
2. **Apprenticeships as a strategic offering:** In response to the growing demand for skilled workers, GTG Training has heavily invested in the delivery of apprenticeship programmes in its portfolio. These apprenticeships provide businesses with a sustainable solution to nurture and develop talent from the ground up, offering apprentices valuable on-the-job training while helping companies develop a loyal, highly-skilled workforce. This supports industries looking to cultivate talent, improve employee engagement and reduce recruitment costs.
3. **Facilities hire:** In addition to its training and apprenticeship programmes, GTG Training offers facilities for hire to clients for corporate events, workshops, and seminars. With state-of-the-art training rooms, conference spaces and flexible set-ups, GTG Training’s facilities provide an ideal environment for companies looking to host impactful training sessions, team-building events or corporate meetings. This service is particularly valuable for businesses that prefer a dedicated, professional space to conduct training outside of their usual office environment.
4. **Strategic partnerships:** GTG Training actively fosters partnerships with businesses, educational institutions and industry leaders to expand its offerings and maintain a competitive edge. These relationships help ensure that the apprenticeship programmes and training solutions are aligned with current industry demands, providing clients with the most up-to-date skills and knowledge.
5. **Revenue growth and financial sustainability:** GTG Training generates revenue through government funding, commercial training contracts and private individuals. Apprenticeships represent a unique value proposition for businesses, providing them with a long-term talent pipeline while benefiting from government funding and support for apprenticeship initiatives. The scalable business model ensures both short-term profitability and long-term financial sustainability.
6. **Client-centric approach:** GTG Training’s success lies in its bespoke, client-focused approach. The company works closely with each client to tailor training solutions and apprenticeship programmes that align with their specific business needs. By offering flexible training options, both in person and online, GTG ensures that businesses can achieve measurable results, including increased productivity, reduced turnover, and improved employee retention.
7. **Operational efficiency and cost management:** GTG Training is committed to maintaining operational efficiency through its mix of delivery methods. The apprenticeship programmes are designed to be financially viable for businesses of all sizes, offering value through a combination of on-the-job training and formal education, while leveraging digital platforms to minimise overhead costs.
8. **Long-term financial health:** GTG Training’s business model is designed to ensure long-term financial health by adopting a strategic pricing model that meets the diverse needs of its clients. The apprenticeship programmes provide an additional revenue stream while delivering value to both businesses and apprentices. The company’s focus on quality training and measurable outcomes helps ensure repeat business, growth, and a strong referral network.

# Operational management



## Management structure

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 operational performance are measured effectively, providing oversight of the sustainability of the business.

### GTG is strategically led by:

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

### GTG is operationally managed by a senior team:

- One group head
- Three heads of specialism
- Two general managers
- Two area managers
- Eight departmental managers

## Quality and compliance

As a business, GTG Training positions itself as a UK-wide training provider of choice, delivering consistently high-quality apprenticeships and services. GTG Training is required to comply with obligations under contractual conditions with employers, Skills Development Scotland, Skills Funding Agency, Ofsted, awarding organisations and sector skills councils. To meet these obligations, we must:

- Continually self-assess our provisions and adhere to action plans raised within the SDS quality improvement framework (QAP), or the quality improvement plan (QIP) for our English centres to provide high-quality teaching, learning and assessment, and meet all stakeholders' standards.
- Ensure that the quality cycle is robust and the quality management system (QMS) is accessible for all staff; policies and processes are reflective of all business activity and are fully understood by staff and stakeholders; and reflective, immersive, and ongoing staff development and CPD meets the overall needs of the business.
- Adhere to a 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.
  - Re-sequence curriculum swiftly when required.
  - Routinely engage with learners and delegates, hearing their views.
  - Routinely engage with staff, hearing their views.
  - Ensure that employer engagement strategies are in place.
  - Review our IAG offer and its effectiveness.

## Staff and systems

GTG employs a breadth of experienced personnel in key roles, including:

- Board of governorsGTG operations board
- Sector specialist management teams
- IQA team
- Client relationship managers
- Facilities managers, hosts and operatives
- Contracting and tendering experts
- Administration, funding 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 GTG provides a high-quality service, strategic oversight and an effective quality cycle. This in turn provides the business with the platform to become the provider of choice for commercial and funded training programmes across the UK.

As we move towards a healthier climate, the retention of staff and talent growth is vital. To help monitor this development, GTG Training leaders take stock of business activities and resource requirements monthly, ensuring that any issues are addressed as soon as possible.

## 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 also set several high-level targets for the business to achieve:

- Inspected and judged as a Grade 2 'Good Provider'; for apprenticeship programme delivery in England.
- Audited and judged as an 'Exemplary Provider' for apprenticeship programme delivery in Scotland.
- Commit to evaluating and developing a high-quality teaching, learning and assessment practice.
- Have commercial course pass rates surpass national average by 10%.
- Have attendance rates no less than 97% for apprenticeships, and 95% for commercial courses.
- Invest no less than 10% of pre-tax profit, year on year, to support business growth.
- Build upon feedback return rates and review processes to secure no less than 95% client satisfaction results by 2025.
- Risk management of all legal and moral obligations, as defined by contract or statute i.e., equality and diversity, safeguarding and Prevent, health and safety, financial etc.
- Financial targets and business planning measured monthly to achieve organisational targets:
  - SDS apprenticeship funding contract and performance levels
  - SFA apprenticeship funding partnerships and contract delivered to the maximum annual profile
  - Sales commercial targets achieved to the maximum annual profile
  - Utilisation of facilities: on or above 85% of profiled room availability for events hire
  - Scotland to achieve 15% turnover growth year on year, retaining no less than 9% direct profit
  - England to achieve 17.5% turnover growth year on year up to 2028, retaining no less than 7.5%
  - SDS set out minimum performance levels within their programme conditions each financial year. These key performance levels are reviewed routinely by GTG and SDS. These levels are targeted to surpass SDS levels by at least 5% per annual period.
  - KPIs for English apprenticeships are driven by achievement rates and are reviewed routinely by GTG. At the end of each academic year, the SFA will confirm achievement as processed by the business. The KPIs are set dependent on cohort carry-in. Overall achievement and timely achievement will be maintained at no less than 5% above national minimum benchmark.

Although these KPIs are set at the highest level, leaders and managers drill down further to manage their respective delivery areas. 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 cooperative way.

# Apprenticeships

GTG strives to deliver a safe and effective apprenticeship provision across the UK. The company's quality strategy and subsequent arrangements are designed to provide oversight of the entire practice:

- Strong, dynamic teaching practice
- Well-managed support for those with additional needs
- Robust coaching and mentoring practice
- 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, GTG understands that strategic planning and oversight is vital. The creation of three additional classrooms and three revamped workshops in Edinburgh will further enhance the ability to serve a growing automotive customer base, allowing for more efficient and effective training programmes.

In June 2022, GTG underwent an Ofsted full inspection and were judged as 'Good', and in 2023, the Scottish centres underwent a quality inspection from Skills Development Scotland, achieving 'Exemplary' in all three categories. Our top priority is, and has always been, to provide a high-quality learning programme. We have taken on board all recommendations from the inspections and are meticulous in planning improvements from practice, both operationally and through quality to continue to improve. We thank our employer partners, learners, clients, governors and staff for their unfaltering support and dedication.

GTG has continued to successfully partner with both Skills Development Scotland and the Skills Funding Agency to deliver apprenticeships and Bootcamp provision. Such obligations are undertaken with the highest priority, as reflected within the company's quality and operational management practice.

1. **Skills Development Scotland 'achiever-to-leaver' ratio:**

- This ratio measures the **efficiency of apprenticeship training** by comparing the number of learners who complete their qualification (achievers) to the number of learners who leave the programme before finishing (leavers).
- A **higher achiever-to-leaver ratio** indicates that more learners are completing their apprenticeship successfully, which suggests effective training and support.
- A **lower ratio** suggests that more learners are leaving before completion, which may point to potential issues with the programme, such as lack of engagement, support, or external factors affecting completion.

2. **SFA Overall and timely achievement (QAR) rates:**

- The **QAR** measures the success rate of learners completing their qualification, which includes both overall achievements and achievements completed within the expected timeframe.
- **Overall achievement rate** reflects how many learners ultimately complete their qualification, while the **timely achievement rate** shows how many learners achieve their qualification on time.
- These rates are often used to assess how **efficient** and **effective** apprenticeship programmes are in supporting learners to finish their qualifications within the expected time.

Both metrics focus on tracking **completion rates** and **timeliness**, which are crucial for understanding the effectiveness of training programmes and ensuring that learners are getting the support they need to succeed.

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.

# Market analysis for GTG training services

1. **Company overview**

GTG is the second-largest provider of apprenticeships in Scotland, with strong market positioning due to long-term relationships and a history spanning over 50 years. The company specialises in providing training in the automotive and logistics sectors, and it holds the largest contract within Skills Development Scotland (SDS) for these sectors. GTG is also a market leader in Scotland's private training provider space and benefits from its strong connection with Arnold Clark Automobiles Ltd., the largest privately owned motor vehicle retailer in Europe.

2. **Competitive landscape**

The market for apprenticeships in Scotland is highly competitive; despite this, GTG maintains its leading position through strategic partnerships, especially with Skills Development Scotland, and a strong regional reputation in the Central Belt of Scotland.

GTG has carved a niche by focusing on automotive, logistics and construction training.

**Key competitive advantage:**

- Largest privately owned training provider in Scotland
- Strong backing from Arnold Clark Automobiles Ltd., offering credibility and operational expertise
- Preferred partner for many employers thanks to decades of relationship-building and trust
- Access to government funding in Scotland and England

3. **Strategic focus for growth:**

To support continued growth and market leadership, GTG will focus on these strategic goals:

- **Engagement with employers and industry leaders:** Continuing to build and maintain strong relationships with employers in the automotive and logistics sectors is crucial. GTG can leverage its existing partnerships and reputation to ensure that its apprenticeship programmes are aligned with the evolving needs of the industry, thus providing relevant and employable skills. This will also enhance apprenticeship placements and employer loyalty.
- **Promoting upgraded facilities:** GTG's investment in improved workshops and classrooms should be marketed effectively. These enhanced facilities serve as a significant selling point for attracting both apprentices and employers. Clear communication of these upgrades, along with their benefits, should be incorporated into marketing efforts to distinguish GTG from competitors.
- **Expanding digital offerings:** The growing need for remote and flexible learning opportunities presents an opportunity to expand digital training programmes. This could encompass both full online training modules for theory-based learning and blended approaches for more practical, hands-on components of the apprenticeship programmes. This expansion will cater to those who may be unable to attend in-person classes and tap into a wider pool of talent.
- **Continuous improvement and feedback:** Regular feedback from stakeholders—apprentices, employers, trainers, and industry experts – is crucial for staying ahead of market demands and ensuring continuous improvement in programme offerings. Monitoring industry trends and adapting training programmes accordingly will ensure GTG remains relevant.

4. Internal evaluation and marketing strategy

GTG benefits from a robust internal structure that includes dedicated account managers who maintain constant communication with employers and other stakeholders to ensure that training programmes are up to date. Furthermore, the company conducts detailed market analysis through its Marketing team, which focuses on web analytics, product research and labour market statistics to benchmark services against competitors.

A key recent improvement is the overhaul of GTG’s website, enhancing the user experience and allowing for effortless updates of content. This improved online platform supports GTG’s goal of making information accessible and up to date, which is critical for both potential apprentices and employers.

As part of our business strategy, we have undertaken a rebranding initiative to modernise our image and increase our presence. This includes updating building signage, vehicles and staff uniforms. These changes are designed to enhance brand visibility, improve staff morale and reflect our commitment to growth and innovation.

5. Quality assurance and monitoring

GTG is monitored and evaluated by various independent bodies, such as SDS, SFA, IMI, SQA, and Ofsted. These external evaluations ensure that GTG’s services meet the highest standards, which reinforces trust and reliability. Additionally, the company’s customer charter, ‘Think Customer’, provides a platform for continuous improvement through feedback from apprentices, staff, and stakeholders.

6. Opportunities for expansion

- **Geographical expansion:** While GTG is well-known in the Central Belt of Scotland, expanding its services to other regions of Scotland and the UK could provide growth opportunities. Particularly in areas where there is a demand for automotive and logistics training.
- **Sector diversification:** Exploring additional sectors outside of automotive and logistics (such as digital, technology or renewable energy) could diversify GTG’s portfolio and appeal to a broader range of employers and apprentices.

7. Conclusion

GTG is well-positioned as a market leader in the apprenticeship sector, leveraging its strong ties with Arnold Clark Automobiles Ltd., its regional presence, and decades of industry experience. To continue its growth trajectory, focusing on employer relationships, facility upgrades, the expansion of digital learning options, and maintaining a cycle of continuous feedback and improvement will ensure that GTG remains the preferred choice for apprenticeships and training programmes across the U.K.

By continuing to evolve and adapt to market trends and needs, GTG can further solidify its position as a trusted, forward-thinking leader in the apprenticeship and training sector.

Products and services

GTG has significantly invested in the delivery of new apprenticeship standards in England, including enhancing physical spaces, introducing new curriculum modules, upskilling staff and actively participating in trailblazer groups. Our apprenticeship provisions are delivered at level 2, 3 and 4.

GTG delivers bespoke educational skills packages in conjunction with: employer partners, Arnold Clark, MOD Resettlement, devolved Adult Education Budget (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 and Coach, Body Panel and Paint courses)
- Forklift Truck
- Plant Operator
- Wide range of driver training
- Tailored health and safety training for the logistics sector
- Legislative logistics training
- Workplace health and safety accredited courses (NEBOSH, IOSH, First Aid Industry Body and Institute of Fire Engineers)
- Business skills (personal development, ILM suite of Leadership and Management courses and effective communication)
- Computer skills (Microsoft Office packages)
- Construction Plant Operatives

Business sustainability drives GTG’s desire to work in partnership with its clients and the UK industry, and to diversify and continuously improve its education, training, and skills delivery models. Leaders and managers are responsible for adequately resourcing and applying developmental techniques to achieve future aims. GTG provides education and training in key priority sectors, such as logistics and automotive, whereby a heavy requirement for sustainable partnerships is key.

GTG endeavours to stay ahead of the competition by building a curriculum, and other services, in partnership with employers and sector specialists, ensuring a return on investment. Business development staff are tasked with evaluating new business opportunities, both within their current client base and with prospects.

Future development

Over the next three years, our goal is to continue expanding the business and to establish ourselves as the ‘training provider of choice’ within the automotive and logistics sectors in the UK. In addition, we plan to increase our presence and strengthen our profile within the events, retail and construction sectors.

# Marketing and sales

## Sales and growth strategy

The sales growth of GTG Training is primarily driven by the Operations team and area sales managers. Weekly meetings led by the area sales managers monitor sales activity, individual targets and performance. These meetings cover both commercial and apprenticeship growth, which is then further discussed at weekly operational meetings. Sales performance is shared with the parent company during the quarterly business performance and accounts review.

The growth within the conferencing and events sector is driven by the Operations team alongside the area facilities manager.

## The sales experience

While the Sales team varies in experience, GTG’s core values of providing expert product knowledge and support, while promoting development at every stage of the apprenticeship programme can be seen throughout the entire department. This is highlighted by the fact that the sales position title is ‘account management’, as our salespeople maintain a strong relationship with every client to ensure that they get the best possible experience.

- 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 in regular one-to-ones with department managers and the area sales manager

The Sales team are expected to explore other business opportunities:

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

## Maturing business relationships

GTG’s dedicated Sales team works with clients to ensure all training programmes are relevant, innovative, high quality and meeting expectations. This is achieved by routine client engagement. The level of engagement is monitored using our CRM and booking system, Administrate.

The Sales team works hard to develop relationships with local Chambers of Commerce, ensuring GTG builds a prosperous marketing profile in the areas we operate, such as Wolverhampton, Coventry, Black Country, Glasgow, Edinburgh, the Lothians and Forth Valley. The business also networks 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
- Renault Trucks UK
- WH Malcolm Logistics Ltd
- Royal Mail
- BAE systems PLC
- National Logistics Academy
- DPD

The Sales team also works with local authorities to engage in service delivery across the public sector, opening 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 2025 with 2026 – 2028 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, World Skills, health and safety events.
- Attending relevant sector and industry-based networking events.
- Wrapping training vehicles with business information while delivering training in our local areas.
- Social media campaigns e.g., Facebook, LinkedIn, Instagram, Twitter news feeds 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.





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