

## SPEAK TO A MEMBER OF THE TEAM



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[pmtraining.org.uk](https://pmtraining.org.uk)



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**pm**  
training

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# STRATEGY 2020-2024





# ABOUT US

PM TRAINING IS A LEADING TRAINING PROVIDER AND SOCIAL ENTERPRISE.

we are  
**aspire**

**aspire**  
housing

A leading housing provider, property developer and place shaper.

**pm**  
training

The largest provider of apprenticeships for young people in Staffordshire.

**realise**  
charity

Our employment and skills charity supporting people in our disadvantaged communities into work.

We are experts in preparing young people for work, supporting adults into employment, creating practical apprenticeships, helping organisations to upskill their workforces and enabling local areas to thrive.

We are the largest independent provider of apprenticeships for young people in Staffordshire, built upon 30 years of experience and strong relationships with over 1,200 local businesses. Our education programmes prepare young people for work through work experience, employability and qualifications, ensuring a seamless transition into real jobs and sustainable employment.

We are part of **we are aspire**, which comprises Aspire Housing, Realise charity and PM Training. Together as a group we blend commercial expertise with social purpose and revitalise communities by providing homes, training, employment, and support.

Find out more about  
**we are aspire** at  
[www.weareaspire.org](http://www.weareaspire.org)

## OUR VALUES

we are  
**ambitious**

Challenging ourselves to test the boundaries of conventional thinking and go the extra mile for our customers and communities for results that exceed expectations.

we are  
**creative**

Looking to improve our solutions and create new original versions with even better outcomes for our customers, partners, colleagues and communities.

we are  
**collaborative**

Working together, sharing knowledge, ideas and best practice with a collective passion, energy and mutual respect - all of which ensures we are Building Better Futures.



# OUR STRATEGY

We share a common purpose as **we are aspire** to build better futures. As a People First business, we strive to make a real difference to the people and communities we serve by inspiring them and offering them a life launchpad to go further than they imagine is possible.

This strategy is our “North Star” guiding us through to 2024. By that point we will be consistently providing outstanding training and support services, developing skills, knowledge and behaviours, that in turn enhance opportunities for learners to fulfil their career ambitions. In doing so, we will create highly skilled and motivated employees of the future, meeting skills requirements locally, regionally and nationally.

***We will discover dreams and turn them into reality.***



## 1. Our Offer

Our offer will seek to address areas of skills shortage and we will be employer-led in meeting their changing needs. We will work with businesses of all sizes and ensure money remains in the local economy where possible. We will regularly review our offer and ensure delivery costs are competitive, financially viable and closely managed. We will respond with pace to appropriate government policy and develop our role as a catalyst for change. We will use external funding opportunities to accelerate our progress and strategic direction.

The way we teach and operate will embrace technology as part of a group-wide digital first approach that will be lead through a new digital strategy for PM Training. We will invest in and transform our learning facilities to create a more modern, inviting learning campus to provide the highest quality training provision.

In line with People First, PM Training will become a place where young people feel excited and proud and we will provide consistently high quality, inspirational training and experiences. The curriculum will have a clear intent to develop strong work ethics, skills and career ambitions for our customers.

Learners will increasingly have more opportunity to shape our offer through feedback and co-design, and we will make better use of learner experience data to inform our curriculum decisions.

We will create new vocational progression pathways to help more learners acquire advanced and higher-level skills, including a digital skills academy. These pathways will be founded on our existing values that will provide inspiration for young people to progress further than ever before.

Homeworks will be transformed, with new technology and structures that will create a more agile and responsive service for customers and strategic partners. Learners will continue to benefit from high quality preparation for employment, and we will better track their growth in knowledge, skills and behaviours. Furthermore, Homeworks will be recognised as a core service within **we are aspire**.

In the knowledge of increasing unemployment nationally, we will also review our employment offer for adults. We will tailor and grow these services to assist more people back into the world of work.

## 2. Our Culture

Quality and professionalism will be at the heart of all we do. From teaching and learning to contract delivery and compliance, we will demand the highest of standards. We will be better tomorrow than we are today.

Our Quality and Compliance Team drive a culture of resilience and improvement. This will be supported by the introduction and optimisation of our new learner management system, regular data audits and a programme of ongoing staff development and guidance. The quality team will ensure learning programmes are of the highest standard and meet the needs of learners, employers, awarding bodies and funders. Learners will be proud of the training they have received, acknowledging it as outstanding and a key vehicle in the enhancement of their employment opportunities.

Our teams will be friendly, accessible, and approachable, backed up with knowledge and a cutting edge, innovative and technologically driven approach. As with our learners, we will develop and nurture our colleagues to be the best that they can be.

***As we develop our offer and promote our business it will grow and prosper.***

In phase two of the strategy we will seek opportunities to develop an even more diverse range of services to meet learner needs that better reflect our local communities and wider demographics.

***Equality of access will remain at the heart of all we do.***

We will collaborate effectively as part of **we are aspire** utilising the wider expertise and knowledge of the group to maximise the opportunities we can create and the impact on communities that we can make.

Our colleagues will feel prouder than ever to work for us. They will understand their own contribution to achieving this strategy and the role they play in transforming lives. This will be a great place to work, built on trust, respect and quality.

We will embrace change and be agile in our response to the inevitable changing environment in which we operate.





### 3. Our Governance

Building on our strong governance base, our Board will feel engaged and closer to the business. The Board will challenge us to be better and to go further.

We will seek out new ways to engage with our customers and their insights will improve our services. Our board will continue to drive our pursuit of an outstanding recognition by OFSTED.

We will continue to develop our governance and ensure that our skills and focus are consistent with the needs of the business, and of best practice. Learner insight, People First, the pursuit of social impact and effective financial management will continue to be at the heart of everything we do.

### 4. Our Finances

Better understanding and response to the current and future needs of clients and local employers will increase earnings and improve our profitability. We will use resources effectively and deliver value for money by being more productive, efficient, and effective with a digital-first approach. Costs will be fully analysed and effectively managed throughout the organisation.

Our learning facilities will be transformed to better meet the changing needs of our learners and colleagues. We will invest in the very best resources and latest technology, creating modern and flexible spaces to learn and collaborate.

### How will we get there?

We will make the following changes that will be supported and tracked through a detailed delivery plan:

- Develop and support colleagues to continually raise the standard of training and embrace online learning
- Regularly review and amend our skills offer and curriculum, based on People First, with improved insight into the requirements and expectations of learners, employers, funders, and OFSTED
- Fulfil the objectives set out in our Apprenticeship Growth and Improvement Strategy and in our Education Strategy
- Develop the offer to attract and serve a more diverse and representative group of learners
- Create a new Digital Strategy and invest in improving the learner experience, becoming 'digital first'
- Be simpler, slicker, and smarter in the way we operate and are governed
- Improve profitability and financial resilience with a target of 5% profit annually by 2022
- Successfully rebrand the business to reflect who we are and our purpose

### How will we know if we are successful?

#### We will:

1. Be the first-choice independent provider for school leavers in the area demonstrated by our starts
2. Have increased the number of female learners on our programmes from 20% to 25%
3. Have increased BAME starts on our programmes from 10% to 12.5% in line with our local demographic
4. Have regained financial resilience through careful financial planning, management and forecasting
5. Have a digital-first approach throughout our business and have successfully launched a new digital academy
6. Have a Homeworks operation that is more efficient, delivering both a financial and social return. We will set a minimum net margin of 5% unless the social return is agreed that it justifies a lower financial return
7. We will have retained our OFSTED good rating as a minimum, with areas of delivery recognised as outstanding
8. Have a brand that is known, understood and loved by our key target audiences

#### And:

9. More than 75% of learners will be positively progressing into further education or employment
10. More than 75% of our apprentices will be successfully completing their qualifications within planned timeframes
11. Have improved achievement rates for maths and English functional skills from circa 60% to over 70% for all learners and apprentices
12. Our colleagues will feel proud and love their work, showing an increased desire to recommend us to others. In particular, "Fair Deal" indicators will reflect this improvement

