



Strategy

2016-2021

we build / we train / we support : we are aspire

Introduction

This PM Training strategy is one of three strategies that underpin the Aspire Corporate Plan for the period 2016-2021.

Together, our three businesses blend commercial expertise with social purpose, to revitalise communities by providing homes, training, employment and support. They each contribute towards our 2021 vision, 'Building Better Futures'.

PM Training is a leading training provider and best practice social enterprise. We are an organisation that is committed to enhance the life chances of the people we train and support, many of whom are from hard to reach communities throughout North Staffordshire. We help people to develop their confidence and get 'work-ready' by combining careful nurturing, with practical hands-on work experience, in a supportive and vibrant environment, through our associated operations, Homeworks and Artworks.

Since 1982, PM Training has supported more than 25,000 individuals and more than 1,200 partner organisations and remains the largest provider of apprenticeships for young people in Staffordshire. We are a financially strong business that makes profit with a purpose and our profits are gift aided to Realise, the Aspire charity.

The employment and skills agenda has been the subject of a major review, and a new Skills Plan for the nation's Post 16 provision is set to impact on the work we do. In particular the sector will be subject to a set of new apprenticeship standards, the introduction of the apprenticeship levy and apprenticeship targets for the public sector.

In addition the work we do will also be influenced in part by cuts in social housing rents at a national level, which has already had a direct impact on operational budgets, a development that means we will need to secure new commercial opportunities for our Homeworks and Artworks activities.

PM Training Vision 2021

‘Building Better Futures’

By 2021 we will be:

- A profitable £10m turnover business
- Operating with a wider base of schools and in more geographic areas
- Recognised for our excellence in preparing young people for employment
- Increasing our range of apprenticeships and workforce development programmes
- Growing our Homeworks and Artworks services
- A smarter, slicker, simpler business and exemplar of best practice
- Working as one with Aspire Housing and the Realise charity to maximise opportunities for income generation and local impact

We will deliver excellent services by:

- Meeting or exceeding our customers' expectations
- Placing our customers and partners at the heart of what we do
- Embracing new technology and digital services, to improve customer experience
- Continuously driving efficiencies in delivery
- Working with our partners, commissioners, funders and regulators

We will grow our business by:

- Increasing the number of pre-apprenticeship places
- Increasing the number of apprenticeships
- Increasing the number of adult programmes
- Maximising the opportunities presented by the apprenticeship levy and apprenticeship frameworks
- Growing our Homeworks and Artworks services
- Acquiring new partner organisations and doing more business with existing ones
- Expanding into new geographic areas

We will maximise our impact by:

- Promoting the case for social value and local employment through our supply chain and wider partnerships
- Growing our business, reinvesting profits and gift aiding profits to Realise, the Aspire charity
- Working more closely with other Aspire businesses, other housing associations and partners to revitalise communities and neighbourhoods

Our priorities to March 2018

- **Launch a new 'Aspire to Work' programme in collaboration with Aspire Housing**
- **Introduce adult employment programmes**
- **Develop higher level qualifications and expand our range of apprenticeships**
- **Launch our internal gas and plumbing commercial offer**
- **Develop and implement Homeworks and Artworks growth strategies**
- **Increase the number of learners participating in our pre apprenticeship programmes**
- **Complete the expansion of the Alan Salt Centre**
- **Develop and implement an Apprentice Reform strategy, increasing the opportunities provided by the apprenticeship levy**

What will success look like in 2021?

Delivering excellent services:

- Customer satisfaction will be significantly above national averages
- Confidence of key partners, commissioners and funders will be high
- Targeting an 'outstanding' Ofsted rating and achieving at least a 'good' rating
- Apprentice success rates will be at least comparable to national averages
- Partner relationships will be described as 'excellent' with a reputation for high quality training

Growing our business:

- 3,000 people every year (up from 2,300 in 2016) will receive training and employment support
- 20 core commissioning partners (up from 12 in 2016) and 1,500 partner companies (up from 1,200 in 2016) will be supported
- Services will be expanded into new sectors and new geographic areas
- Our status as the largest provider of young apprenticeship starts in Staffordshire retained
- Homeworks annual turnover will be £2.75m, an increase of 30% since 2016
- Artworks annual turnover will be £150k an increase of 50% since 2016

Maximising our impact:

- £1m will have been gift-aided to Realise, the Aspire charity
- £1m will have been reinvested in the growth of PM Training
- Homeworks will support 6,000 households and at least two significant commercial contracts will have been secured
- Artworks will have completed successful commissions for national organisations
- 50% of pre-apprenticeship learners will come from the 25% most deprived areas of the country
- 70% (up from 62% in July 2016) of learners will leave with enhanced qualifications and will have positively progressed into employment or further education

In the lifetime of this plan we will be judged by the manner in which we deliver on our promises.

In order to build better futures we will have been ambitious and creative and we will have done so with the needs of our current and future customers in mind, whose feedback and engagement with us is central to our actions.

Read our corporate plan online at weareaspire.org



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