

LANCASTER TRAINING SERVICES LTD

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BUSINESS PLAN 2019

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Richard W Little – Chairman

Document Control

Issued 30/01/1999
Version 21
Reviewed – Jan 2019
Next Review – Jan 2020
Owner M Horabin
Title Training Manager

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1. INTRODUCTION

Review of SWOT analysis & Training and Development

This business plan is designed and structured to communicate clearly to those parties concerned the nature, purpose, and direction of Lancaster Training Services Ltd.

With the training received whilst on Lancaster University's 'Business Improvement Programme' and the assistance of 'Investors in People' advisers, it is expected that all employees will not only be aware of the composition of the Business Plan, but will have opportunity to input into its content. Prior to the March 'All Staff' meeting all members of staff are asked to review last years SWOT analysis and update it. They were also asked to highlight any training and development they think is necessary for themselves or for the Company as a whole.

The information gathered is discussed and analysed and the findings used to develop new Company Goals & Targets, a Training Plan and updated SWOT analysis.

The Management Committee review and discuss the Business Plan during every meeting as it is a standing agenda item. When quick decisions are needed the Training Manager meets with the Company Chair, Vice Chair and Accountant.

To ensure the success of the Business Plan it must be: -

- Communicated and understood by all employees.
- Monitored on a regular basis.
- Reviewed and updated when necessary.

Communication Plan

The Business Plan

The annual Business Plan can be accessed at <https://lantrain.co.uk/policies/> . The Training Manager will monitor the progress towards the goals and targets set to ensure no 'drifting' or 'omissions' have taken place. If any problems have arisen or some 'slippage' is occurring, a decision will be made in how to get 'things' back on track. At this point the content of the goals will be reviewed to ensure their relevance to the overall direction of the business. Any changes to the business goals will be confirmed by the management team including the Committee and communicated to all staff.

COMMUNICATIONS STRATEGY

Policy

Lancaster Training Services Ltd is committed to developing a two-way flow of information between all staff and managers at every level.

The 'my door is always open' policy adopted by managers, not only actively seeks the views and opinions of all staff, but encourages feedback and self-expression.

Implementation

Induction

During induction new employees will be given an understanding of the Company's purpose as a whole and not just their role within it.

All employees will be given feedback on their communication skills during annual appraisals with any training needs, effectively addressed and evaluated.

Business Progress Meetings

Various team meeting are held through out the year

Senior Management Team – Monthly	IHT team brief – Weekly
All staff meeting – Bi annual	Management Committee – Bi Annual
Business admin team – As necessary	Driver Training team – As necessary

Staff are encouraged to participate in these open forum meetings. Copies of minutes and action points are circulated to all those concerned.

Annual Staff Reviews

A further opportunity on a one-to-one basis to discuss issues with the Training Manager. (This used to be a bi-annual event, however as managers and staff are in frequent contact it was thought more efficient to reduce to once annually).

Approachable Management

As management and staff members work closely together, there are always opportunities to communicate with managers on a daily basis. The Training Manager will regularly 'walk the job' speaking directly to all employees in their working environment.

Reviews

Communications procedures will be reviewed quarterly, which will ensure continuous communications improvement.

Communication Schedule

WHAT	AUDIENCE	WHEN	METHOD	WHO
Business Plan Monitoring and review (phone)	MH & RWL	Updates weekly and prior to each management committee meeting	Informal meeting - Draw up agenda for staff & committee meetings	MH
Senior Management Team	MH, LL, JN, DJ	Approx Monthly (more or less frequent as necessary)	Formal meeting – minutes recorded and circulated to SMT	MH
Business progress	'All Staff'	All at 4.00pm Jun & Dec	– Inc. Committee meeting update. Minutes circulate via email	MH
Business progress	Management committee, & MH	March/April, October, November Dates to be arranged	Formal meeting - Minutes for company members	MH
In House Training brief	LL, KB, CM, BH, RK, PS, MH & DG	Weekly to be arranged by MH (usually Wed 8.00am)	Formal meeting minutes with actions	LL, MH
Staff Appraisal	All Staff	Annually	Meeting One - to - one	MH
Team building	All Staff	Ad-hoc	Memo: Social events	All staff
Meet the Management Committee	Management Committee and All Staff	Annual AGM November	Formal Committee Meeting - Social Event and Meal	MH

2. BUSINESS OVERVIEW

Company Origins

Lancaster Training Services was founded in December 1968 by a consortium of 10 haulage contractors in conjunction with the Road Transport Industry Training Board. It was then known as Lancaster and District Road Haulage Group Training Association and was one of 72 Group Training Associations set up all over the country. The organisation provided HGV driver training for member companies necessitated by the introduction of HGV driver licensing legislation. From 1969 to June 1980 the administration was run from an office above Pye Motors in Parliament Street, Lancaster (now the site of new superstores for Comet and Curries etc). In that time the membership rose from 10 to 32 'member companies' The wagons were kept at the site on St. George's Quay, Lancaster, which the Company occupied fully from 7th July 1980 until July 2007 at which time the Company moved under a compulsory purchase order to our current purpose built location at Penrod Way, Heysham. In 1979 the present title was adopted and charitable status registered also the organisation became a Limited Company.

The organisation has a Management Committee consisting of a Chairman and a Vice-Chairman (both elected) who become the Directors of the company for the purposes of signing accounts etc. The Management Committee is made up of representatives from 13 member companies, each of which sends one unspecified person to a management committee meeting with power to vote.

The organisation's assets comprise premises, vehicles, equipment and cash in the bank. Its financial year runs from August to July.

Training Courses

The main activities comprise of Fork Lift Truck (FLT), Lorry Loader (LL) & Mobile Elevated Work Platforms (MWEPs) operator training, driver training for Large Goods Vehicles/Passenger Carrying Vehicles (LGV/PCV). The driver training arm of the Company also provide VCQ's to drivers of Goods Vehicle apprentices and driver CPC courses accredited through the Joint Approvals Unit for Periodic Training (JAUPT), ADR driver training for the carriage of hazardous goods, associated training courses for transport managers (CPC) and DGSA Dangerous Goods safety Advisor consultancy. The 'Youth Training' arm of the organisation offers VCQs to Full time students (via Lancaster & Morecambe college), school pupils (Key stage 4), Apprenticeships and full Advanced Apprenticeship Frameworks for Motor Vehicle Mechanics (light vehicles, heavy vehicles and motorcycles), Light Vehicle Body Repair (LVBR accident repairs), Driving Goods Vehicles and Parts distribution and Supply. Mechanics and Parts personnel attend Lancaster Training Services for day release but the LVBR apprentices attend Blackpool and the Fylde College. We also deliver commercial courses in Air Conditioning, MOT tester annual refresher, Abrasive wheels, tyre fitting etc.

Lancaster Training Services is currently providing training under contract to the Education and Skills Funding Agency (ESFA) for Levy paying Employers and for Non-Levy paying Employers through a secondment agreement with Lancaster & Morecambe college. LTS is a member of such trade associations as the Freight Transport Association and the Road Haulage Association. LTS also offers specialised training delivered on-site for companies such as EDF Energy.

3. COMPANY

MISSION STATEMENT purpose

Lancaster Training Services Ltd are committed to providing the highest quality training and qualifications for all participants in their training programmes.

VISION STATEMENT where it wants to

Lancaster Training Services Ltd aspires to continually expand the range of training provision in order to meet the needs of business and the individual.

COMPANY VALUES

1. To Safeguard and Promote the Welfare of our Learners

- Identify and protect the vulnerable
- Promote Safeguarding throughout our organisation and its stakeholders

2. To serve the customer

At the end of every training course/programme, customers must feel: -

- They have experienced quality training and professionalism.
- They have achieved their aim.
- Confident to recommend LTS to a colleague or friend.

3. To Encourage inclusion and participation

- The Company strives to promote inclusion and participation from all members of society via: -
- Proactive marketing of training programmes in order to redress the imbalance of customers/learners in terms of gender, ethnic group etc.
- An open policy on selection and recruitment
- An active role in updating and supporting local employers in terms of their roles and responsibilities.

4. To Encourage employees

Value is placed on: -

- The development of staff through appraisal and training.
- The opinions and observations of staff.
- Staff morale and the maintenance of a team spirit.

5. To continuously monitor equipment and resources to enhance training programmes and the working environment

- Ensure we are working with modern up to date resources within a safe environment, promoting sustainability and protection of the environment.

4. ENVIRONMENTAL ANALYSIS - Procedure

Members of staff are consulted at their annual performance review to reflect on last year swot and feed into next years. Once everything has been considered the findings are reported to the Managements Committee where specific actions with timescales are agreed. Below is our current swot analysis followed by the specific actions outlined within the company's long and short term goals. Reviews are carried out monthly within the Senior management team meetings and bi-annually with the committee members

SWOT ANALYSIS - Strengths, Weaknesses, Opportunities and Threats

Keypoints: - Input from all staff members.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Well established - credible reputation. • <i>Little known competition. (see threats)</i> • Motivated/Ambitious/enthusiastic/flexible/qualified/experienced/professional staff. (DVSA registered, DGSA, RTITB, ITSSAR, IPAF & VCQ3/4 etc) • Good working environment. • Approachable management. • Quality training leading to qualifications. • City & Guilds, IMI, SQA, RTITB, ITSSAR, IPAF, JAUPT DVSA, OCR and EDEXEL accredited • External Quality Assessor reports • OFSTED inspection reports (Grade 2) • Charitable status • Investors in People, MATRIX , Achilles standard • Very good employer links • Links to Professional bodies inc. DfT, TAP, NDGTC (DGSA & ADR) • DVSA Instructor training • Excellent facilities • MIDAS and SaFED Training • User responsive Website - Ability to update website • Car & LGV DVSA test centre Ability to react to demand. • MOT tester course centre annual and CPD • Taxi Driver assessments • Modern Fleet 	<ul style="list-style-type: none"> • Education & Skills Funding Agency (ESFA) can be unpredictable (annual re-contracting or funding rate not guaranteed). • Marketing plan/strategy – Not formalised. • Technical updating (CPD for awarding Bodies) • Lack of Female and Ethnic learners – objective • Generally ESFA funded learner numbers are down. • Limited time and staff resource to: - i) work on new opportunities. ii) prepare vehicles for the next course. iii) meet and greet new customers. • Procedures – some better systems & procedures are required within certain areas. • No Virtual Learning Environment (VLE) • No segregation of young and commercial customers at break times • Do not own a 1B IPAF
Opportunities	Threats
<p>Other areas of training include</p> <ul style="list-style-type: none"> • Plant training using National Plant Registration Scheme (NPORS) – Mini Digger, improvement/ correctional training (LGV) • Caravan/trailer reversing • Mechanics (DIY/ladies only & specialist courses, ATA) • VCQ's in other areas – Fast fit, Management, FLT, Valeting, Level 4, Level 1 for Schools etc. • Further 14 – 19 collaboration • Make more use of Organisational Needs Analysis ONA's (creating demand) • Joint bids/venture with other providers (ManTra (NLA) & peer group etc.) • Full time level 3 MV courses through LMC • Targeted engagement of DGV Apprentices Basic maintenance course for new car drivers. • Become a 'Career Transition Partnership' (CTP) approved provider for the armed forces. • CBT motorcycle training • Offer Taxi assessment to other authorities • Offer course finance to potential customers 	<ul style="list-style-type: none"> • The chance of a rival company starting up locally or a national providing the same training/poaching customers • Reducing funding and loyalty of ESFA (re-contracting) • Calibre of Learners we attract do not come up to employers, new technology and VCQ standards! • School leavers attracted to other careers/education • Motor mechanics on manufacturers courses • Local economy weak/upsurge in local unemployment - therefore less money available for training. • Other Training Company's inc. (Kendal, Preston, Myerscough College, Lancastrian Training, Lakes Training, System group etc.) • Misleading Internet Advertising (BROKERS) • Local dealership being taken over by nationals • Schools deciding not to continue Mechanics training.

SWOT EXPANDED

Strengths

- The company is well established (founded 1968) and is recognised with a credible reputation. LTS have strong employer links with consistent repeat business on the driver/operator, ADR/DGSA and mechanics side of the Company. LTS staff are well trained, experienced and qualified via a range of lead bodies inc. RTITB, ITSSAR, IPAF, DVSA etc.
- We operate from a modern £1M+ purpose built training facility and now host DVSA driving tests on all categories of vehicles! **Fleet is modern and well presented**
- It is believed to be the only private training organisation of its kind in the area from Preston in the south to Carlisle, Kendal and Barrow in the north and Ingleton to the east.
- Strong team spirit. Staff members are highly motivated and enthusiastic about their approach to work. They act professionally and are suitably qualified for the posts they hold. Many staff members have wider skills and experience giving them flexibility to train on other courses.
- External assessment from City & Guilds (ADR & IHT), OFSTED (top training provider in the country - 1 in 24), RTITB, IPAF, ITSSAR, JAUPT, ESFA, MATRIX, Achilles and liP are consistently good and are testament to our high quality training, success rate, management and quality assurance systems. We have representatives on Department for Transport DGSA & ADR advisory panel.
- Our charitable status can be seen as a strength, due to peoples perception of charities e.g. not there to make a profit, but to provide a service to our members. This strength could actually appear in the opportunities as our services could be sold on our charitable status.
- We carry out preparation training for DVSA registered instructors. We have also provided refresher training to DVSA examiners.
- Responsive mobile friendly website – Can be updated instantly
- Ability to react to demand – taxi driving assessments purchase new vehicles etc.

Weaknesses

- As with other ESFA-contracted training providers, there is uncertainty about the relationship continuing, whether on the same or a different basis.
- Availability of time and staff, limits the work that can be put into developing new opportunities. Lack of time can also impact on the delivery of training e.g. proper preparation, technical updating, preparing vehicles and meeting customers etc.
- Company marketing is not structured as well as it could be and therefore training opportunities maybe missed.
- Reduced learner numbers (ESFA funded)
- Procedures – some better systems & procedures are required within certain areas.
- **No segregation of young learner and commercial trainees –Commercial trainees sometimes have to put up with poor behaving youngsters.**
- **No Virtual Learning Environment (VLE) – Students may benefit if they had access to a VLE**
- **Lorry Loader needs replacing and we don't own a 1b IPAF machine**

Opportunities

- VCQ's in other areas – **Level 4**, FLT, fast fit etc.
- Other training courses including: - Taxi Driver Training, Mini Digger, Rough Terrain, Caravan/Trailer reversing, Car driving
- Market DGSA better – (this may improve once we have 2 qualified DGSA's)
- Optimise facilities to other paying users – (we already struggle to accommodate our own courses)
- Drivers CPC – Further expansion of our DCPC courses is possible
- Further 14 – 19 collaboration
- Make more use of Organisational Needs Analysis ONA's (creating demand)
- Joint bids/venture with other providers (ManTra & peer group etc.)
- Full time level 3 MV courses through LMC
- Targeted engagement of DGV Apprentices – be more proactive
- **Taxi assessments to other authorities**
- **Offer course finance to customers**

Threats

- The economic downturn – commercial customers have reduced, local companies wishing to take on apprentices have reduced etc.
- ESFA's do not seem to be as loyal to their training providers as the latter are to them. ESFA funding for 'Youth Programmes' can vary considerably annually.
- The chance of a rival company starting up locally providing the same or similar training. (Youth Programmes)
- The calibre of school leaver attracted to our programmes may not be able to, cope with new technology or meet the requirements of employers and the VCQ
- Other training establishments inc. Kendal, Preston, Myerscough College, Training 2000 etc. (System Group of Carlisle appear to becoming more active in our area)
- Other Driver training, mainly the Nationals whose advertisements both on the internet and the newspaper are misleading (they often don't quote the VAT content the test fee or the trainee / instructor ratio, often 2:1
- Local dealership being taken over by nationals
- Schools deciding not to continue Mechanics training.

5. LONG TERM PLAN

- A. Successful Reinspection by OFSTED – Due July 19'
- B. IIP July 20'
- C. Matrix August 19'
- D. Ensure non levy paying employers are prepared to use the online Apprenticeship service
- E. Bid for further funding via the Technology Exemplar and Learning Innovation Grant

6. SHORT TERM PLAN (next 12 months)

Not in order of priority

- 1 Maintain flexibility of work force. (through training & development)
- 2 Maximise ESFA contract
- 3 Expand commercial course offering
- 4 Carry out focused Marketing campaigns
- 5 Increase Company profit by 7%
- 6 Maintain/Improve ESFA overall success and timely achievement rates
- 7 Improve retention of less able learners
- 8 Improve recruitment of female & ethnic learners.

See following SMART sheets

Expand Classroom Accommodation (on Hold)

COMPANY GOALS - 2019

1	AIM: - Maintain Flexibility of workforce		
REASON: - To ensure all tasks within the Company are covered by more than one member of staff. This Goal is Company Policy - 'Cover is available for all roles within the Company'			
HOW		WHO	WHEN
Via the Training & Development Plan		All	See Plan
SUCCESS MEASURE		MEASURED HOW	
All courses, training programmes, tasks can be delivered or carried out by more than 1 member of staff		No courses should be rescheduled due to staff inflexibility due to lack of training. Maintain 100% no cancellation	
Improved staff efficiency		Evaluations / questionnaires	
Improved Customer satisfaction		Evaluations / questionnaires	

2	AIM: - Maximise ESFA contract		
REASON: - To draw down the maximum amount of funding			
HOW		WHO	WHEN
Engage local employers to recruit apprentices.		All Staff,	July 19'
SUCCESS MEASURE		MEASURED HOW	
Maximum contract figure is reached		£300K on contract maximised	

3	AIM: - Expand Commercial Course Offering		
REASON: - To become a 'one stop shop' for all road transport related training			
HOW		WHO	WHEN
Become Taxi driver Assessor for other Authorities		MH & DJ	Sep 19'
SUCCESS MEASURE		MEASURED HOW	
Increased operator training Income		Up by 5%	

4	AIM: - Carry Out Focused Marketing Campaigns		
REASON: - To maximise uptake of courses by the best use of advertising/promotion budget			
HOW		WHO	WHEN
Analyse what we have done in the past (what has worked etc.) Formalise quarterly spend		LL, MH & CB	By Sep 19'
SUCCESS MEASURE		MEASURED HOW	
Increased enquiries and sales		Enquiry rate up by 10%	

5	AIM: - Increase Company Profit		
REASON: - To ensure our continued growth & expansion			
-			
HOW		WHO	WHEN
Expand and deliver services efficiently		All staff	By July 19'
SUCCESS MEASURE		MEASURED HOW	
Turnover is up		Increase overall profit by 7% Increase Driver/Operator training department by 10%	

6	AIM: - Maintain/Improve ESFA overall success & timely achievement rates		
REASON: - To ensure continued ESFA contracting			
HOW		WHO	WHEN
Deliver excellent apprenticeship programmes		All staff	July 19'
SUCCESS MEASURE		MEASURED HOW	
Success and timely achievements improve		Download stats from government gateway (improve on 17'-18')	

7	AIM: - Improve retention with less able learners		
REASON: - To improve statistics for ESFA/ESFA local strategy			
HOW		WHO	WHEN
Develop innovative processes and procedures to retain learner		IHT Staff	Throughout 19'
Put ideas into practice		IHT Staff	Throughout 19'
SUCCESS MEASURE		MEASURED HOW	
Increased retention and achievement figures		Stats up from previous year by 1%	

8	AIM: - Improve recruitment of female & ethnic learners.		
REASON: - Female & ethnic learner number are very low			
HOW		WHO	WHEN
Update Marketing material		IHT Staff	Throughout 19'
Target females and ethnics at school		IHT Staff	Throughout 19'
SUCCESS MEASURE		MEASURED HOW	
Increased learner numbers		Female & Ethnic learners up by 1%	

7. PEOPLE PLAN

RECRUITMENT POLICY

Government Funded Training

The organisation is actively involved in recruiting at Careers Evenings, in liaison with Connexions and taking private applications generated through advertising. There is a selection process, which comprises of interview and entry tests.

LTS Staff

Staff members are recruited if and when necessary, usually in the first instance by means of local advertising. Strong emphasis is placed on qualifications and suitability. The selection process usually involves in-depth interviews with the Company Chairman, the Training Manager and line manager.

EQUAL OPPORTUNITES

The Company supports the policy of Equal Opportunities and this is reflected in the recruitment systems both for learners and staff.

HEALTH & SAFETY

The company is dedicated to developing and maintaining a healthy and safe environment to work and learn in. This is reflected in our company policies, procedures and quality assurance systems and documented in the results of our external audits. Within our health and safety quality assurance system we measure and set targets to improve performance.

STAFFING

The organisation has an elected Chairman, currently R W Little, who presides over a 12-strong Management Committee.

The practical day-to-day running is in the hands of Martyn Horabin who acts as both Training Manager and Company Secretary. Before becoming Training Manager on 31st Dec 2002 Martyn had worked as Senior Tutor within the IHT department from August 1993 and then as Senior Tutor/ Assistant Training Manager from Oct 1997. Martyn joined LTS in Nov 1992. Prior to this he had worked as a light vehicle mechanic for 4 years and a heavy vehicle mechanic for 5 years.

Mr Horabin oversees a staff of 24 employees, comprising an Assistant Training Manager, a Senior Driving instructor/Commercial Course Manager, a Business Administration Manager, 8 x LGV/PCV instructor, a Fork Lift Truck instructor, an ADR/DGSA Tutor/Consultant, 4 x Tutor/Assessors, a Training Co-ordinator, a Workshop Technician, and 3 x assistant Business Administrators.

There are also 2 part time driving instructors

Staff Titles and Qualifications

Martyn Horabin Training Manager Nov 1992	BTEC ONC Motor Vehicle (MV) Eng & HNC MV Management Assessor/Verifier Qualifications - D32, D33, D34 CIPD Training Development NVQ4 (Human Resource) NVQ4 Management, Safeguarding DSL Level 2 – IOSH Managing Safely
Jill Nelson Business Administrator May 1998	RSA Stage II Word Processing – RSA Stage III Typing, RSA Audio Typing Stages I and II – RSA CLAIT Stage I RSA Shorthand 100 wpm – LCCI Private Secretary's Certificate,
David Gardner – Part time Feb 2003	City & Guilds Motor Vehicle Craft Studies Level 2 Driving school assistant – General Maintenance
Brian Parkinson Driving Instructor/ Assessor June 2005	DVSA - Registered LGV/PCV Instructor CIPD Units C23 C24 A1 assessor award
Capricorn Quinn Ast. Bus Admin Nov 2005	NVQ 2 Business Administration
David Jackson Commercial Course Manager, DGSA/ADR Driving Instructor Feb 2006	DVSA - Registered LGV/PCV Instructor, DVSA - Approved Driving Instructor DfT/SQA Approved for ADR instruction Dangerous Goods Safety Advisor. DGSA certificate holder, RTITB (CPC Instructor) DCPC ITTSAR & IPAF Instructor. Assessor qualifications – A1, First Aider, Fire Marshall
Lee Lawson Tutor/Assessor Mar 2006	City & Guilds Part 3 Fault Diagnosis – IOSH Managing Safely City & Guilds Part 2 Light & Heavy Vehicle Technology NVQ Level 3 Engineering Maintenance, HSS8, Safeguarding DSL Level 2 Level 2 Keyskills – A1 assessor award and V1 Internal Verify Award
Peter Stanborough Tutor/Assessor March 2009	City & Guilds Motor Vehicle levels 2 & 3 Supervisory Management NEBS Senior Renault Technician, A1 assessor award, Cert Ed, HSS8
Nick Watson Driving Instructor/Assessor March 2009	DVSA - Registered LGV/PCV Instructor (planned for 2010) DfT/SQA Approved for ADR instruction RTITB (CPC Instructor) DCPC
Keith Boak Training Officer Tutor/Assessor Nov 2009	City & Guilds Motor Vehicle Craft Studies 1, 2 & 3 Assessor qualifications – A1 HSS8
Nigel Stanway – Mar 2010 Driving Instructor/Assessor	DVSA driving Instructor RTITB, ITTSAR & IPAF Instructor
Alan Hunt – Mar 2010 Driving Instructor/Assessor	ADI – DVSA driving Instructor A1 assessor award
David Bell Driving Instructor/Assessor March 2011	A1 assessor award RTITB (CPC Instructor) DCPC ADI – DVSA driving Instructor
Julie Thompson Assistant Administrator Apr 2010	NVQ 2 & 3 Business Administration
Craig Mottram Tutor/Assessor May 2015	City & Guilds Motor Vehicle levels 2 & 3 A1 assessor award, PTTLs RTITB (CPC Instructor) DCPC
Ian Cunningham FLT Instructor – Sept 2016	RTITB – FLT Instructor ITSSAR – FLT Instructor
Dean Palmer – Oct 2016 Driving Instructor	DVSA – LGV Driving Instructor RTITB – FLT Instructor
Ian Henshall – Apr 2017 Driving Instructor	DVSA – LGV Driving Instructor DCPC Instructor – DGSA – ADR Instructor – RTITB FLT Instructor
Brian Hunter Tutor/Assessor Jan 2017	City & Guilds Motor Vehicle levels 2 & 3
Chelsea Bell Assistant Administrator Aug 2017	NVQ 2 & 3 Business Administration
Jeff Wall – Jun 2018 Driving Instructor	DVSA – LGV Driving Instructor DCPC Instructor

Part time Driving Instructors – D Barker, B Arkwright,

Staff Training and Development

All training and development to enable new employees to carry out their job role or re registration courses for DVSA, RTITB, IPAF and ITSSAR are essential and take priority.

Training and Development is arranged to meet the goals and targets set in this Business Plan. Issues relating to training are discussed via quarterly staff meetings and during annual one-to-one staff performance reviews. Action is agreed, time bound and evaluated.

Personal Document File

Each staff member is issued with an individual 'Personal Document File' (PDF).

As policies, procedures and other important documents are updated (including this plan) periodically it is essential that you refer to the 'Staff policies Portal' within the lantrain website to access current documents.

1. Business Plan
 - Staff Training & Development Plan (see 'Staff policies Portal')
 - Company Organisational Structure (see 'Staff policies Portal')
2. Job Description
 - Terms and Conditions
 - Staff Grievance, Complaints and Disciplinary procedure (see 'Staff policies Portal')
3. Company Policies
 - All Company Policies can be found at the 'Staff portal' within the lantrain website.
4. Performance Reviews
 - Induction
 - Staff Performance Review Guidance and Schedule (see 'Staff policies Portal')
 - Copies of reviews
5. Quarterly Staff Meetings
 - Minutes
6. Qualifications (plastic wallet)
 - Certificates & CV
 - CPD record (electronic S:Staff CPD)

TRAINING PLAN

This plan has been produced with the Company goals in mind and training needs analysis carried out with each member of staff during performance reviews / induction.

TRAINING AND DEVELOPMENT PLAN

Initials	Goal	Training & development required	How will T & D be carried out	Date	Resources & help available	Cost - Time & Money	Targets & Business Benefits	Actual Progress or Result			
BP, DBe, BA, NW, ND, NS, DP & AH	5	Instructional Ability check testing	DJ will observe during normal training course.	At least annually	DVSA Examiner statistics tables, fail and pass analysis	£162 lost income per day, but only carried out on spare days	Overall first time success rate will improve. Customer perception improved. DVSA Examiner Perception improved	DJ		BP	
								DB		BA	
								AH		NW	
								ND		NS	
IHT team	7, 5	Lesson Observations	Observations during normal training courses	See Obs Plan	After Observation constructive feedback and where necessary remedial	Plans to observe each member of staff twice a year. 10 x ½ days at £150	Improved staff flexibility and progress with learners. Increase value added				
MH & LL	5	Keep up to date with Health & Safety issues	Via Shirley Newman	Bi-Monthly	SHE associates	2 x ½ day 2x £150	Keep within the letter of law reduce risks and accidents, Prep for ACHILLES Audit				
LL	1	Salaries	In house via MH	Monthly	Sage software and help files	3 session at 1hr each	There will be 2 members of staff able to do the wages				
CB	1	MAYTAS Training	Jill & Tribal where appropriate	Through out 19'	MAYTAS software Jill and Tribal	Sitting with Nellie	Both JT and CA must know how to complete a ESFA claim				
CM	1, 3, 6, 7	Hybrid Vehicles	PS to train CM & BH in house	Jul 19'	PS' training materials	1 day carried out in half term £400	IHT team are knowledgeable on up to date technology				
DJ & NS	1	IPAF CPD	Attend IPAF meetings	Bi annual	IPAF meeting info and IPAF website	Loss of Income upto £300 + cost of seminar	Both members of staff retain IPAF accreditation				
CA & LL	1	Use of Barclays.net banking	In house via MH	Through out 19'	Barclays.net software and help files	LL to obs Salaries CA to obs Supplier payments	There will be 2 members of staff able to make the necessary supplier payments				
CM & PS	1	MOT refresher instructor training	In-house	Jun 19'	IMI on-line material	Cost of material £35 + time to prepare course 2 days	There will be 2 members of staff able to deliver 2019/20 MOT refresher training				
NW, IC	1	Telehandler	NS to train when we have access to Telehandler	Dec 19'			There will be at least 2 members of staff able to carry out Telehandler training				
CM	1, 2, 6, 7	Internal Verification	In house via LL	Dec 19'	IMI materials and IHT colleagues	5 days of time per person	All of the IHT team can Verify portfolios more flexibility				
PS & KB	2, 6, 7	Information Advice and Counselling/ Mental Health Awareness	To be sourced via L & M College	Sept 19'	TBA	TBA	Improved learner retention and therefore learner success				

Initials	Goal	Training & development required	How will T & D be carried out	Date	Resources & help available	Cost - Time & Money	Targets & Business Benefits	Actual Progress or Result
BP, BA, NS, CM, DP & AH	1	National Register of Instructors (Assessor award)	In-House via DBe, DJ & JW	Throughout 19'	All the RTITB NRI resources (DBe, DJ & JW's experience)	Different per individual dependant on quantity of training required	Able to quote that all Instructors are on the NRI – They can also train paying customers	
All Staff	1	Induction refresher training	By LL In-House	24 th Dec 19'	Current Induction material plus any additional resources	£300	Staff remain aware of their responsibilities are brought up to date with any changes etc.	
DP	1	Reach Truck & Lorry Loader Conversion	IC or NS	Nov 19'	All ITSSAR & RTITB training materials – NS & IC's experience	£900	DP can stand in for IC and NS when applicable	