



One voice' representing the providers of quality workforce development skills

**The Association of Learning Providers
working
in Partnership with Beyond Standards**

Final Report

**Investigating the Group Training Association
(GTA) model and the
potential to develop and expand**

February 2009

Background

The Association of Learning Providers (ALP) was commissioned by the Learning and Skills Council (LSC) to produce a report detailing the current Group Training Associations (GTAs) network, which includes identifying GTA models in sectors where they are already operating well and have the potential to extend and expand, develop a description of the unique GTA role and give a flavour of the modern GTA.

In summary GTAs are valued by the government and its agencies for the high quality of their work and their solidity. Rooted in engineering apprenticeship, many have been established for a half-century and they consistently deliver successful completion rates among trainees which are among the very best in the sector. However, their national strategic role – and above all their strategic potential – is under-appreciated, and their diversification into other sectors is largely unacknowledged and capable of further development/expansion. Extending the GTA model in the light of experience in, for example, Australia is seen as an important opportunity, particularly in the light of the current economic downturn.

As well-established charitable entities providing an employer-led public service, the GTAs closely match the government's desired focus for investment. They are one of the few wholly credible models for employer-led training which meet all the public interest tests. Whilst they are not uniform, they are generally entrepreneurial and enterprising in character and business-like in structure and staffing. They are at the heart of the British economy.

Report

ALP procured the services of Beyond Standards to review the current position of LSC funded GTAs to assemble a general assessment and recommendations into a report, which includes GTAs capacity for increasing and sustaining apprenticeship; a survey of operational GTAs, their training offer, the sectors in which they operate, and the extent of their member SMEs. The full report can be found on the following pages.

ALP was also able to draw on its previous work with GTAs, and its extensive network of members to help inform the final report and the GTA provider contact list.



Final
Report

**Developing the
Group Training Associations**

February 2009

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Summary

Group Training Associations (GTAs) were formed as a result of Statute in 1964, which established industrial training boards and empowered them to raise a training levy from employers. GTAs are companies limited by guarantee and registered charities, with governance normally provided by senior executives from subscribing member employers. Co-operative local off-the-job training centres, the GTAs were an early example of public-private partnership – ‘Training by employers for employers’ – and are essentially ‘third sector’ organisations of business-like character.

Of the original 150 or so GTAs in England, national centralisation under the Manpower Services Commission, aggressive cost-cutting by the training and enterprise councils (TECs), and neglect of capital funding since the original provision by government in the 1960s, have eliminated most. Mergers, and acquisitions by FE colleges, have further reduced numbers to the current 40, which have a joint turnover of £90-£100 million.

The GTAs concentrate on apprenticeships and Train to Gain provision in technical occupations, principally engineering, construction and engineering construction. They have nevertheless diversified in two respects. They offer strong ladders of progression, including much good provision for schools which successfully introduces pupils to careers in industry. They also offer other disciplines which benefit from a partnership with employers in securing high-quality, occupationally-relevant and flexible provision. These include manufacturing management, social care, dental nursing, logistics, food processing and other work in local demand.

The financial margins on specialist technical training are small and the charitable status of GTAs strongly influences their behaviour. Most own their buildings and equipment and have no debts, rightly made cautious by the lack of any state safety net such as is enjoyed by colleges, and by unwillingness to incur debt greater than they can service. Much-needed technical provision, which inspectors and accrediting agencies have warranted as being of particularly good quality, and which is in demand by some 15,000 associated employers, is in danger of further attrition without government support.

The government’s intention to expand apprenticeship places by 35,000 more than was projected by Leitch, and to establish ‘Apprenticeship Training Associations’ (ATAs) offering 15,000 places, should offer new synergies with ‘the GTA idea’. Without investment, however, it is as likely to threaten them and to reduce employer involvement in government training programmes. Our proposals, based on a more detailed survey of GTAs than has been undertaken for some years, seek to avoid this unwanted outcome and, instead, to offer a sound platform in the GTAs to help sustain the

government's innovations set out in *New Opportunities – Fair Chances for the Future*.

We recommend the following:

- Establishment of an 'umbrella body' for the GTAs: GTA England. This would protect and promote the GTA 'brand'; carry out research and development for them on a co-operative basis; offer quality assurance leading to self-regulation; and seek awarding powers for qualifications and units within the National Qualifications Framework.
- Earmarked capital investment from government sources, based on match-funding but with a guarantee against default secured by increased learner numbers in GTAs. In order to achieve the maximum contribution to government targets we recommend that this investment be concentrated on GTAs or consortia of GTAs which have a turnover of around £10 million, or which will achieve it from the growth they deliver through this initiative.
- Development of some GTAs as regional or sub-regional centres of excellence in technical training, meeting projected manpower requirements in established occupations like engineering construction and addressing the skill requirements of 'sunrise' industries, notably those in low-carbon technologies.
- Development of capabilities that already exist among GTAs in providing programme-led apprenticeships and acting as the initial employer in collaboration with member companies, to establish some ATAs on GTA foundations. We suggest this may be appropriate particularly where a new ATA might displace GTAs and the employer commitments they embody.
- Development of a variant on the ATA concept, based on a GTA providing employment and off-the-job initial training, then with government support placing apprentices with an employer in which recession has created spare on-the-job training capacity. A sub-set of this proposal is the creation of half-time apprenticeships, through which two young people can gain skills for the immediate cost of one, with their slower rate of progress offering continuity of delivery of work-ready skilled people three to five years hence.
- Establishment of new or expanded existing GTAs in occupations which have sound prospects of future growth and current shortages of first-rate training, in association with National Skills Academies. We suggest a suitable case for start-up subsidy in adult social care.
- Establishment of new GTAs in geographical regions where they are under-represented, notably East Anglia, the South-East and South-West

and, possibly, London. We suggest a GTA or GTAs to support the tourist industry in the South-West, as an example.

- Encouragement for more Train to Gain provision in GTAs, both their connection with employers and the nature of the occupations they work in making GTAs ideally suited to growing the programme.
- A review of governance to ensure that it retains the best features of current arrangements while contributing to entrepreneurial activity, and support for any training that may be necessary.

The Project

1.1

Beyond Standards Limited was first approached by six of the larger Group Training Associations (GTAs) which make up the National Partnership for Employer-Led Training (NPELT). A self-selected partnership, NPELT accounts for more than one-third of the total financial turnover of the GTAs. The concern of NPELT members was that the GTA movement was neither understood nor its potential fully appreciated by government and its funding agencies.

1.2

The Association of Learning Providers (ALP) took over management of the project, attracting funds and support from the Learning and Skills Council (LSC) and its sponsor government department, the Department for Innovation, Universities and Skills (DIUS). Interest in the GTAs had three main aspects:

- Their capacity to meet or exceed the Leitch targets for increasing the availability of apprenticeships
- Their capability for sustaining apprenticeships during the current economic recession
- Their potential contribution to rebalancing the national economy in favour of manufacturing.

Work began under ALP management in December 2008. This work was to include a survey of operational GTAs, including visits to 10 of them; a general assessment of their quality and capability; and recommendations concerning their fitness for the purposes the government had in mind.

1.3

From the start, the project has escalated in both size and urgency as the economic outlook has worsened. Our work has necessarily taken in a topline literature search in pursuit of a clear definition of a GTA; telephone and e-mail contact with all of them, as well as a programme of visits which has been extended so that we can be certain that our sample is representative;

checks with Companies House or Charity Commission records to complete information that individual GTAs were unwilling to give; contact with government officials to ensure that we remained abreast of fast-moving policy developments; contact with the principal of Westminster College, one of a new cluster of 'Apprenticeship Training Associations' fostered by DIUS which have characteristics in common with GTAs; and testing recommendations with the NPELT GTAs (now seven).





Background

2.1

Most GTAs are a product of the Industrial Training Act of 1964. Under that Act, industrial training boards were established which had powers to raise a levy from companies, amounting to 0.9 per cent of gross payroll. Three-quarters of this money was returned to firms that trained. This amounted to a substantial incentive, which was realised by many through establishing permanent centres for off-the-job training, shared among local groups.

2.2

The largest of the boards, the Engineering Industry Training Board (EITB; today's SEMTA is its successor), established 40 GTAs, providing buildings and equipment for their use. Their overall target was 25,000 successful apprenticeship completions a year, with some 150,000 apprentices in the system. The levy and industrial training boards (CITB and ECITB) persist in the construction industry and in engineering construction. Engineering, manufacturing, construction and their related business disciplines remain at the heart of the surviving GTAs today.

2.3

Soon after their formation, most GTAs adopted a structure of governance which has also lasted. The archetypal GTA is a company limited by guarantee and a registered charity whose objects require that surpluses be reinvested. There is usually a group of subscribing member companies from which senior executives are drawn to form a GTA board of between eight and 15 members. The resulting sense of employer 'ownership' is the engine of a vocational training service offered to a far wider range of companies and to the communities in which they sit. From the outset, then, GTAs were the mutually supported product of government and private industry. They are educational charities in the public realm, to whose activities employers tangibly demonstrate their commitment.

2.4

Attractive though this sense of public-private partnership appears today, government has not been consistently kind to GTAs. The passing of the post-war consensus of the 1960s into a sharper distinction between public and private activity in the 1980s, led to the abolition of most industrial training boards and the levy on which the GTAs depended. The nationally-designed localism they represented was replaced by the centralism of the Manpower Services Commission. A substantial number of the original 150 or so GTAs succumbed to these financial and cultural shocks. The training and enterprise councils (TECs) of the 1990s, with their determination to continually force down training costs and their use of output-related funding as the tool of choice, put an end to still more. The challenges of running a training organisation centred in capital intensive activities like engineering, without access to public capital funds to replace the original stock of

accommodation and machinery, have proved too much for all but the most enterprising.

2.5

One notably successful example might suffice to illustrate the evolution of GTAs under these pressures. In 1967 Blackburn Group Training Association was formed by EITB, to be followed in the next year by Accrington Group Training Association. They merged in 1989. Preston Group Training Association joined them in 1991. In 2002, the organisation, by now called Training 2000, took over Fylde Group Training Association, and in 2005 it absorbed Pendle Training, another GTA. In 2004 it had bought a private training provider, TDS, acquiring in the process strengths in Foundation programmes and Entry to Employment (E2E).

2.6

Six training organisations have therefore become one, remarkable but not unique, based in the north Manchester area but extending from Kendal in the Lake District, to Blackpool in the west, to Derby in the Midlands, where it serves one of its members, Rolls-Royce. Training 2000 has 11 buildings, 200 member companies and 2,000 other employer customers, more than 3,000 learners, 300 staff and an annual turnover of £13 million from LSC and a very substantial amount of full-cost commissioned training. It owns its buildings. It has no debts. It is a Centre of Vocational Excellence in several disciplines. It has diversified from its engineering and construction core into dental nursing. It offers its services to 500 school children each week through Young Apprenticeships, GCSE courses, the new Diploma, and a Saturday Morning Club; and to NHS Cadets. It offers both practice and technical theory in the more traditional apprenticeships at all levels, including those for adults; Train to Gain programmes, including those in social care; and commercial training to a very wide range of customers. Its curriculum delivery is highly innovative, with classrooms on the workshop floor serviced by the Promethean interactive teaching, demonstration and testing system. Employers have on-line, real time access to their trainees' punctuality, attendance and performance records.

2.7

GTAs have evolved. They now show substantial differences and yet the family resemblance and the lineage of the Industrial Training Act are evident and are strongly felt by those who work in them. They often co-operate with further education colleges, sometimes running college engineering schools. A number of GTAs have been absorbed by colleges. City of Bristol College has acquired two GTAs, Brunel Training and Gordano Training, strengthening its employer engagement through access to their business links.

2.8

GTAs are clearly important members of the learning and skills sector alongside the colleges, the private training providers and the social charities

which train (NACRO, Rathbone, YMCA etc). They also have a distinctiveness of character which the evidence suggests is worth preserving. They are charities in the public realm but noticeably and proudly business-like. They enjoy the confidence of many thousands of employers (some of which are subscribers), arguably to a greater extent than do further education colleges because of their business lineage and the business style in which they operate. They concentrate on the hard-to-deliver disciplines, the hard-to-deliver qualifications and the harder-to-help young people that other providers often shy away from. They are intimately connected with many small and medium-sized enterprises (SMEs), as well as world-class corporations. They have an obvious synergy with government policy aims in growing apprenticeship and work-based learning, in investing in skills during recession, and in preparing for a correction in the balance between manufacturing and services in our economy. Many GTAs are very good at what they do and have been shown to be so by inspectors. They could genuinely be described as 'Training for industry, by industry'. As a DfES-sponsored report concluded in 2002,

.... 'Without GTAs it would appear that some employers would be forced to train fewer people, to a lower standard, through poorer quality providers or not train at all.'

2.9

Our work made use of, but did not seek to challenge or develop, earlier studies. Prominent among these were *The provision of training in Britain: case studies of inter-firm co-ordination* (Gospel and Foreman, LSE, 2002); *The role and impact of Group Training Associations* (Burge, Vasey, McQuade and Hardcastle, DfES/HMSO, 2002); and *Aspects of vocational education and training in Australia* (Adult Learning Inspectorate, 2005) which explores the Australian GTA-like model. The first two of these studies are academic in tone, exploring such matters as typologies of GTAs and 'Porterian' business clusters, as well as the value of the GTA offering. They are UK-wide in scope, whereas this work considered only England. The inquiry supporting *The role and impact of Group Training Associations* lasted a year, from November 2001 to the date of publication in December 2002, and included interviews with 78 GTAs and member employers. They therefore remain of some interest and relevance today, having been more widely drawn than was possible for us.

2.10

Nevertheless, much has changed since 2001-02. The maturity of political devolution has made the affairs of Scotland, Wales and Northern Ireland less directly relevant than they might then have been. Their 32 GTAs (2002 figures) have been omitted from our work. In 2001-02, the Confederation of Group Training Associations (COGS) believed there to have existed 180 GTAs, rather than the 150 the researchers found, throwing into question the accuracy even of the 118 identified in England by Burge *et al.* The environment created by government proxy organisations is strongly influential

on GTAs, and their roles have also changed since 2002. The 73 national training organisations (NTOs) have been replaced by 25 sector skills councils (SSCs) and the UK Commission for Employment and Skills. Government reports by Leitch and Foster have helped sharpen policy on employment skills and refined the contribution of public-sector further education colleges. Completion of the work of the National Apprenticeship Task Force, the introduction of Train to Gain, the advent of school Diplomas with their greater practical content – all these curriculum influences have heightened emphasis on work-based training and the essential linkage between learning provision and employment.

Today's GTAs operate in a markedly different economic arena than did those of 2001-02. The boom of that period has been replaced by 2009's recession and that, too, affects the landscape of opportunities and the potential place in it of GTAs.

2.11

The central feature of GTAs nevertheless remains constant. Employers are highly committed to them. Given the choice, employers find the specialist focus, the not-for-profit business proposition, and the sense of business 'ownership' which GTAs provide, preferable to other types of provider. In the search for employer involvement in national skills policy, experience in this country and overseas suggests that GTAs have a vital role to play.



Defining a GTA

3.1

We began by comparing lists of GTAs provided by SEMTA, by ALP (including non-members) and by NPELT. These lists included public limited companies, the training arms of government departments and establishments in the armed services, alongside organisations which were clearly founded in consequence of the 1964 Industrial Training Act. This diversity of interpretation has appeared to us to explain the discrepancies among earlier estimates of the numbers of GTAs. We suggest that to accept so loose a categorisation of organisations as GTAs would invalidate any attempt to develop government policy, or to provide earmarked government funding, for them as a group.

3.2

We therefore propose the following core definition of a GTA as:

- A training organisation whose governance is conducted by representatives of (usually member) employers
- A company limited by guarantee and registered charity reinvesting all surpluses
- A training provider whose curriculum is centred on apprenticeships for engineering, construction and manufacturing.

Other characteristics are almost universal among GTAs:

- Notably 'business-like' management
- Location in an industrial environment
- Possession of substantial technical equipment and facilities, sometimes provided or continuously updated by associated companies
- A training service to employers well beyond the membership group
- A curriculum which, however specialist, is diversified in terms of the learner constituencies to whom it is made available, to include GCSEs, Diplomas and provision for excluded school pupils, TTG, NVQs and full-cost specialist technical short courses for employers
- Small size, clustered around a median turnover a little over £2 million, with the largest GTA earning £14 million a year
- High quality, accredited by Ofsted, ISO 9000, Matrix, COVE/TQS etc
- Lack of indebtedness and reluctance to acquire debt.

In summary, the GTAs, as tightly-defined, have all the characteristics of a strong 'brand' – except that it has not been strongly promoted or sufficiently publicly-valued.

3.3

Even accepting this list as accurately representing ‘the GTA idea’, there remain a number of outliers. Some otherwise certain GTAs have abandoned formal employer membership or membership fees, reasoning that good modern governance requires functional skills rather than representation of the ‘ownership’ group alone. As already noted, some GTAs have been acquired by colleges and are now essentially college departments, losing most of their former identity. A few GTAs solely organise work-based learning in member companies, while most have training centres offering off-the-job training programmes up to 42 weeks long, in advance of on-the-job experience. Some GTAs have diversified their curricula beyond their base in engineering and construction to embrace other disciplines which are technical in character. The existence of such anomalies – creative though many of them are – will always complicate the identification of GTAs. However, we are satisfied that those we list in this report are a sufficiently cognate group to respond coherently to initiatives from DIUS and the LSC.

3.4

The current surge in interest in the potential of the GTAs has led to exploration in government of the Australian variant; the Group Training Company (GTC). This consideration is set out in *New Opportunities – Fair Chances for the Future* (Cm 7533, TSO, January 2009). The first GTCs were set up in the power industry in the Hunter Valley to secure the completion of apprenticeships during a recession. At that time, only Technical and Further Education Institutes (TAFE Institutes, Australia’s state-owned further education colleges) were allowed to train apprentices. The GTCs were therefore employers of apprentices but not trainers of apprentices. The model has been summarised as ‘noble-intent labour hire’. There are obvious attractions in such a notion in a country entering recession. The new structure formed in London with government support – a partnership between the two Westminster FE colleges, Paddington Development Trust, Vital Regeneration and Central West Apprentices of Australia – is true to the breed. It will act as an employer of first resort; it will match labour to commercial employers; it will provide the necessary payments and administration of on-the-job or off-the-job training; and it will find a new host commercial employer if changing circumstances make it necessary.

3.5

The 150 not-for-profit GTCs in Australia employ 13 per cent of all apprentices and technical trainees, and 18 per cent of apprentices in the traditional trades based on engineering, manufacturing and construction. These amount to some 270,000 young people in apprenticeship. Around 35,000 employers are associated with GTCs, over half of which employ fewer than five people. They offer an exemplar of the scale of co-operative activity which can be sustained in a successful free-enterprise economy. Whilst the GTCs offer only work placement, guidance and mentoring, they are government funded

to the extent of between 3 and 5 per cent of turnover. Their national representative body, Group Training Australia, is a power in the land, represented at the highest levels of policy formation and leading debate in complex areas such as suicide among isolated young people in apprenticeship and increasing opportunities for people with disabilities and for women in technical trades.

3.6

It is therefore not surprising that the British Government should contemplate adopting the main features of the Australian model in 10 new Apprenticeship Training Associations (ATAs). The point needs emphasising, however, that these new bodies will not share the characteristics of the existing GTAs. They will complement them, but not replace them. The case for reinvigorating the GTAs so that they can play their particular part in supporting the national economy remains unaltered.





Identifying GTAs

4.1

For the reasons already stated, we have found it difficult to compile an accurate list of the GTAs which remain. It should be said that we were surprised by the degree of attrition in the GTA network. For that reason, we have taken pains to check for the existence of any additional GTAs with GTAs themselves and are satisfied that our list is comprehensive.

4.2

There are 40 GTAs in England. They are unevenly distributed throughout the country, favouring the traditional hubs of heavy industry:

North West

North-West Training Council
Oldham Training Council
Rochdale Training Association
Salford & Trafford Engineering GTA (STEGTA)
The Mersey Maritime Group
Stockport Engineering Training Association (SETA)
Training 2000
Alliance Learning

North East

Sunderland Engineering Training Association (SETA)
South-West Durham Training
TTE Technical Training Group
Tyne North Training
NETA

Yorkshire and the Humber

Derwent Training Association
Humberside Engineering Training Association
Kirkdale Industrial Training Services
Leeds Training Trust
BTAL (UK) Ltd

West Midlands

Herefordshire Group Training Association
In-Comm Training Services Ltd
Kidderminster and District Training Company Ltd
NSEG Training Association Ltd
Sandwell Training Association
SEGTA Management Services
South-Staffs Training Association
Midland Group Training Services

East Midlands

NLT Training Services
NITAL

East of England

Bedford Training Group
EAGIT Ltd
Prospects Learning Foundation
West Anglia Training Association

South East

Aylesbury Training Group
ISIS Training Services Ltd
PETA Ltd
Southampton Engineering Training Association (SETA)
SIGTA Ltd

South West

Education and Training Skills (ETS)
Group Training and Development Ltd
Gloucestershire Training Group

4.3

As we discussed above in relation to Training 2000, several of these organisations have widely-distributed sites as a result of mergers: for example, NLT Training Services has training centres in Chesterfield and Scunthorpe, crossing regional boundaries. Many have exclusive contracts with national employers. Whilst the 40 GTAs are significant providers of technical apprenticeships, their number has to be compared with 920 apprenticeship providers in total. The aggregated turnover of the GTAs in 2008 was a minimum of £91.5 million and a maximum of £100 million, with only two organisations earning over £10 million each and at least 10 earning less than £1 million a year. The GTAs had 2,816 member companies, most of which paid an annual subscription and had the opportunity to be represented on boards of directors and trustees. In addition, GTAs reported that they regularly trained for 11,802 employers. In sum, therefore, the GTAs worked closely and for sustained periods with around 15,000 employers. These included many of the most significant in the country, for example Corus, BAe Systems, Rolls-Royce, Babcock, Kraft, Halfords, GE Healthcare, BP, BMW, Nissan, Esso, the NHS and a host of other household names, as well as local SMEs. They report some 30,000 learners, including apprentices at all levels, Train to Gain trainees and school pupils with, in addition, many thousands of employed adults on full-cost short courses.

4.4

Whether or not the number, size and distribution of GTAs is optimal is impossible to assess at this stage. A smaller UK economy – but with a proportionately stronger manufacturing base – certainly sustained more GTAs, more widely distributed across the country, than is the case today. The more prosperous south of England and East Anglia apparently lack sufficient GTAs on which a reinvigorated network might be based, and their total absence in London is striking. The proportionately much larger GTC network in Australia gives some idea of what thriving provision of GTAs in this country might look like, offering nearly one in five apprenticeships in the technical disciplines in close collaboration with even more member employers, and working with regional and national government to give frontline policy advice based on intimate experience of meeting the economy's needs for skilled people. This prospect appears to be an attractive one.

4.5

What may be significant in deciding what part the GTAs should play in the government's future plans, is a careful assessment of the potential impact on them of new ATAs. The Westminster ATA appears to offer an excellent solution to the particular challenges of London. It will have virtually free rein within the M25, offering the prospect of high volumes to offset investment costs. It will provide the necessary flexibility to match a highly transient working population to the needs of a very large pool of small, mainly service-based, employers. Whether the same might be said of other major urban centres, such as Manchester where GTAs remain strong, or of rural areas

where transfer between jobs is likely to be more problematical than in London, is a matter for judgement. It would be deeply unfortunate if the advent of an ATA were to prove the last straw for local GTAs, reducing rather than enhancing opportunities for real employer involvement in training.

4.6

The precautionary principle that we suggest might be valuable in making such decisions is one based on the strength of the existing GTAs and their capacity to offer substantial and immediate growth in apprenticeship numbers, with sustained high quality, in partnership with member employers. We consider criteria for this in our recommendations below.





GTAs Today

5.1

The GTAs we visited appeared robust and usually entrepreneurial. They are invariably located on factory estates or business parks. Their accommodation is, likewise, industrial in character, ranging in quality from imaginatively refurbished buildings like those of Prospects in Basildon, to purpose-builds like that of South-West Durham Training in Darlington, to a range of adapted premises like those of NETA in Stockton-on-Tees and Middlesborough. It is important to note that these buildings offer the necessary space and solidity, at low cost, which are needed for the core curriculum of the GTAs, and that employers see them as appropriate. They closely resemble the factories in which most apprentices will work. They help to minimise the ‘transfer shocks’ which often hamper transitions between off-the-job and on-the-job training. However, one chief executive rightly described the average premises of a GTA as ‘tired’. Accommodation consisting of scattered small buildings is often inefficient in terms of staff deployment. Energy efficiency is difficult to achieve in steel-frame, steel-clad buildings, adding to recurrent costs even where the nature of the work does not demand the high temperatures needed in, for example, an office or a classroom. Schoolchildren coming into an old-fashioned industrial environment might be dissuaded from technical careers rather than motivated towards them, although it should be said that we saw keener, more

active study in GTAs than in many schools. What is significant is that Prospects experienced a marked upsurge in applicants for apprenticeship places when it modernised its buildings. Whilst GTAs would not seek the level of finish aspired to in many college new builds, expectations among young people continually rise and some enhancement of the GTA estate is necessary if they are to keep pace.

5.2

GTA premises are generally well-maintained, clean and with a markedly professional approach to health and safety. Workshops would usually pass muster in the corresponding industries, although the chief executive of Training 2000, for example, lamented the fact that he had yet to achieve the level of disciplined spotlessness found in the aircraft manufacturing industry from which he came. Such is the benchmark. Most GTAs offer learners subsidised canteens which are decent if not glamorous, and which address the usual 8am start and the isolation of many GTAs from other catering facilities. School pupils normally have segregated workshops, if not premises, meeting the necessary standards of safeguarding. The GTAs we visited had the outside space necessary for work such as steel erection, crainage and many aspects of construction. They also had buildings of the necessary height for training in scaffolding and specialist facilities for learning to work safely in confined spaces (for example, storage tanks and silos).

5.3

The basic equipment used by many GTAs is that with which they were originally provided in the 1960s. Part of the motivation for government investment then was a fillip for sales in the British machine-tool industry. We saw many Colchester lathes and Adcock and Shipley milling machines purchased then, in good working order and still serving their function at the elementary level of manufacturing operations. It remains to be seen, however, how much longer they will be of use. GTAs have a great deal of highly specialised plant, used to serve their business customers as well as apprentices. NETA has a range of Potterton domestic boilers provided and constantly updated by the company, needed for training and certificating gas fitters. Training 2000 has excellent modern CNC machine tools – in daily use – which were bought with the windfall public investment that came with the achievement of CoVE recognition. The same GTA has a modern dental surgery used for training dental nurses for over 120 practices and the latest automotive maintenance and repair facilities drawn from its close relationship with BMW and Thatcham. The Mersey Maritime Group has a dry-dock. Most of the GTAs we visited were active in electrical installation, prompted by the 17th edition regulations, and a number also offer training for installation in explosive atmospheres. All this equipment would cost many millions of pounds to replace or to buy solely from public funds without the structural inevitability of long-term support from employers that the 'GTA idea' guarantees.

5.4

However, there is necessarily something of the tone of 'poor but honest' about our description of the physical circumstances of GTAs. Those we spoke to reported that the margin they can achieve on training is, overall, of the order of 2-3 per cent of turnover. In many cases, half of a GTA's turnover is earned from full-cost short courses and professional certification for industry, which subsidises the cost of apprenticeships. Even the larger GTAs therefore have access to only £250,000-£300,000 a year for investment in replacement or extended accommodation and equipment. It is not enough for the job they do. Our strong belief, based on our survey, is that had successive administrations since the 1960s continued to invest steadily in the GTAs, the UK which invented them would have had as strong a network today as does Australia which borrowed and adapted the concept. The benefit to industry and to the balance of our economy can only be speculated upon. We suggest that if government wishes to retain GTAs and the focus on the technical disciplines required by industry which they provide, without the distraction of having to offer a large volume of low-cost classroom-based subjects as a 'cash cow', then capital investment will have to be made available.

5.5

The form of that investment is critically important. The managers of GTAs are business people. The GTAs themselves, outside the safety net of public ownership and within the constraints laid upon registered charities, cannot afford to run high levels of risk. The result, now more than ever at this point in the business cycle, is an aversion to indebtedness, even though most GTAs have little or no current debt.

5.6

A key question we have sought to answer is whether or not the work of GTAs is good enough to warrant special investment, even bearing in mind the considerable value of their relationship with employers. The last comprehensive review of training quality in GTAs was carried out by the Adult Learning Inspectorate (ALI) in 2002. ALI had identified 70 GTAs then. Its forerunner, the Training Standards Council (TSC) had inspected and graded 60 and, by October 2002 when its survey was conducted, ALI had inspected 20 (some repeats). The ALI found that 83 per cent of GTAs delivered training in engineering (the best apprenticeship discipline across all LSC-funded provision) which was satisfactory or better, compared with 66 per cent among engineering providers generally. The gap is statistically significant. The management of GTAs was regarded as particularly good by ALI inspectors. Three-quarters of GTAs achieved grades for leadership and management which were satisfactory or better, compared with 47 per cent across all providers at that time; again a statistically significant advantage for GTAs. Among GTAs inspected by the ALI in 2001-02, 70 per cent achieved satisfactory or better grades for quality assurance, compared with an average of only 36 per cent across all providers.

5.7

More recent comparative data are not readily available. Of the 34 GTAs which have inspection results published on the Ofsted website, only one has any provision which was found unsatisfactory. That is under 3 per cent of the GTAs, well below the national average for work-based providers. Indeed, among 136 published grades for GTAs, only three grades were unsatisfactory and 73 grades were good or outstanding. Twenty-five of these 34 GTAs have been inspected since January 2006 and four have been inspected in the past year, one of which was awarded grade 1 across the board. These results give a large measure of assurance that the high quality of the GTAs, as a group, has been maintained.

5.8

Achievement rates reported to us by GTAs, which we have not verified, included some very high levels in areas where performance is usually indifferent. For example, many of the GTAs we visited reported apprenticeship achievement rates in the 80-90 per cent range (and some better). In one GTA we found 98 per cent A*-C grade achievement in GCSE engineering, compared with less than half that as a national average.

5.9

It would be fair to say that curriculum delivery in most GTAs is traditional in the sense that it is based on intensive practical tuition in workshops by industry-qualified and highly experienced instructors. It is none the worse for that. The closeness of GTAs to employers ensures that instruction skills remain up-to-date. Many GTAs have taken back teaching towards technical certificates in-house, usually from colleges, in order both to control quality more rigorously and to achieve better connection with practical work. A number of GTAs deliver the engineering and construction curricula for local colleges. Whilst all the GTAs are strong in teaching people how to do and make things, some are highly innovative in terms of curriculum delivery. As already noted, Training 2000 uses the Promethean system of interactive whiteboards and immediate testing using electronic pods. While they are not alone in this, the presence of theory teaching facilities in every workshop, the pooling of all teaching materials developed by instructors within a quality-assured learning bank, and the immediacy of access to behaviour and progression data for employers, make this provision highly impressive. Equally so is the sponsorship of a trust school by Prospects. This GTA is taking over the failing Thorpe Bay School which has been in Ofsted special measures for a number of years. Among its pupils are 31 nationalities, and 52 per cent are entitled to free meals. In recent years the school has had five headteachers and two different governing boards. It will be replaced by Prospects as 'Futures Community College', with a £10.7 million new build including provision for advanced apprenticeship in construction alongside GCE A level.

5.10

Whether traditional or ground-breaking, GTAs offer a very special learning experience which is not available elsewhere:

- School pupils are able to receive an induction to real working environments, and adult environments, in secure circumstances.
- The great majority of learners are employed and they bring with them the protective dress and disciplines of the workplace.
- The equipment and environment are of industry standard.
- The curriculum is specialised in the more intellectually taxing disciplines, with mathematics, for example, taught alongside the practical skills which demand it.
- Very advanced skills are taught and tested alongside basic junior apprenticeships, Train to Gain and apprenticeships, offering the 'pull-through' of, for example, research in the university context.
- There are comprehensive ladders of programme and award from age 14 to in-employment updating at all ages, within a relatively restricted range of occupations.
- The close association with industry and its health and safety standards allows hazardous occupations to be taught.

These advantages make training in a GTA attractive; more attractive than the availability of opportunities can support. The regional manager of ECITB in the North-East confirmed that NETA had attracted 1,400 applicants (of whom 450 passed all stages of entry assessment) for 100 apprenticeship places last year. Boosting apprenticeship through the GTAs requires support not only for the GTAs themselves, but also for the on-the-job facilities their member employers can offer.



Recommendations

6.1

We have taken the opportunity offered by the genesis of this project with the GTAs themselves, to test our main recommendations with some of them for acceptability and practicability. If they are supported by government, they can be carried through.

6.2

The 'GTA idea' has been allowed to become fuzzy and to fade. There are strong brand values but no brand. This is significant where there are relatively few, relatively small, similar organisations which would benefit from working collaboratively and forming partnerships to fulfil the government's aims. We propose the formation of an umbrella body to highlight the GTA brand; to protect it from further erosion and to carry out research and development for the network. An example of this last point: the teaching and learning system developed by Training 2000 and the sophisticated management information system developed by NETA could have been developed in common to be used by all GTAs. Their further extension could still be carried out by a small unit working on behalf of all the GTAs. Co-operative approaches of this kind are at the core of the 'GTA idea'.

6.3

We have recommended that the umbrella body should be called GTA England. That suggestion has been accepted by NPELT which is registering it as a company, initially comprising the seven NPELT members but gradually rolling out to embrace the whole network. An additional refinement has been proposed by NPELT which we believe has real value. This is that GTA England should create an 'Institute of GTAs' which would undertake quality assurance and continuous improvement for them all, benefiting from government policy on self-regulation. We also recommend that GTA England or its Institute should seek powers from the Qualifications and Curriculum Authority (QCA, shortly to become QCDA and Ofqual) to make awards or units of awards within the National Qualifications Framework (NQF), mapped against the European Qualifications Framework (EQF) to enable greater mobility of labour.

6.4

It is clear that the smallest GTAs are unlikely to be able to contribute significantly to enlarging and widening apprenticeship and other training opportunities on the scale the government intends: that is, 15,000 new places in ATAs by 2014-15 (*New Opportunities*, para 5.16) or 35,000 places overall. Even if they trebled or quadrupled in size, the inroads they would be able to make on the total growth required would be small. Equally, the tight surpluses that can be achieved on turnover of less than £1 million are likely to prove insufficient to sustain these organisations in the long term, unless fresh investment is found on a scale which is likely to prove unattractive in any cost:benefit calculation. We therefore recommend that, in line with these

considerations and the precautionary principle mentioned in our paragraph 4.6 above, government investment should be concentrated on GTAs or consortia of GTAs which have achieved, or which would achieve through this investment, an annual turnover of around £10 million. This recommendation was not found to be unreasonable by NPELT members, even though it might prompt some further consolidation of the kind that has characterised the GTAs throughout their history.

6.5

We have been struck by the extent to which even the most enterprising GTAs are trapped – in terms of an ability to grow – by the twin constraints of an absence of public capital investment and an inhibition against commercial capital investment, consistent with their charitable status. Faced with a comparable bind it seems most unlikely that our FE colleges or private training providers would have survived in the numbers required to meet their share of national targets for skilled workers. We recommend that the current relaxation of capital availability by LSC should be extended to make much more money available to the GTAs *as a targeted group*. We respect the unwillingness of the GTAs to accrue debt without sound prospects of income sufficient to pay it off. We therefore recommend that capital loans to the GTAs should carry government guarantees against default. These, in essence, would consist of a commitment to place sufficient learner numbers with GTAs to secure their income streams, on condition that quality of service was maintained. In the circumstances we believe that such guarantees would be of benefit to all the parties concerned and should not be seen as onerous.

6.6

Given the availability of sufficient capital, we believe there is merit in a suggestion made to us by an ECITB official. That is, that the GTAs should gradually develop into regional and sub-regional centres of excellence in technical training. Contemporary with the formation of the GTAs was the Wilson government's promotion of 'the white heat of technology'. Since that time, while business careers have become attractive to many more young people, they have more often than not been careers which have lured the highly numerate and technically qualified into financial and other services. We suggest the moment is now right, and the GTAs the appropriate vehicle, to rekindle some of the earlier belief in the future of manufacturing and in the next generation of sunrise industries (eg in renewable energy, 'green transport' etc) among young people. Technical centres of excellence which offered 'all through' learning opportunities, uniting knowledge acquisition and practical skills from age 14, through world-class apprenticeship, to higher education (in association with universities), to continuous professional development, adaptation and accreditation, would help secure the future of our country, in line with the government's thinking set out in *New Opportunities*.

6.7

Such investments would enable government to set higher targets for the GTAs, in terms of high quality apprenticeships and similar training for work. Government could feel secure in the knowledge that interlock with employers and real job opportunities would be assured. We suggest that a target of 10,000 new places to be delivered by the GTA movement would be both realistic and a substantial contribution to the national target of 35,000 places. In the next two paragraphs we propose two distinct means by which this could be done.

6.8

In *New Opportunities* the government rightly identifies the attractions of the Australian GTC model which it describes as one 'where apprentices are employed by a recruitment agency and hired out to host businesses' (para 5.16). It might be thought that programme-led apprenticeships, providing the initial off-the-job training needed for employability at public expense, in parallel with the provider seeking out appropriate job opportunities for each apprentice, are sufficiently close to current government thinking to justify their further development. A number of GTAs already offer programme-led apprenticeships. Some also act during the 42-week off-the-job basic training, by agreement with a member company, as the initial employer of apprentices who are eventually destined for that company. We suggest that these experiences and business contacts make some GTAs ideal foundations for new ATAs. We recommend that some of the ATA approvals should be based on GTAs, particularly where the danger has been identified of a college-based ATA destabilising GTAs and the commitment of employers to training that they represent.

6.9

Secondly, we recommend a variant on the ATA idea which we suggest might be introduced by GTAs more widely. This would consist of government sponsorship for training both by a GTA and by some of its members or associated companies. It is inevitable that many companies will have spare capacity in their manufacturing facilities during the recession. We propose that GTAs should accept additional apprentices and advanced apprentices for initial off-the-job training, with a linked agreement that, a year after entry, these young people would undertake on-the-job training with employers, using their spare capacity with government funding support. Such an arrangement would deliver a 'real' apprenticeship experience. It would also ensure that employers had access to a pool of well-trained young people in two to three years time, to coincide with economic recovery.

6.10

A detailed refinement on the above, which has been suggested to us by a GTA with experience of European arrangements, is the introduction of part-time apprenticeships. Under this arrangement two young people would, in effect, share an apprenticeship with a GTA, using the facilities outlined in para 6.9 above. The annual cost would be unchanged. They would be

trained and job-ready later than those who undertook full-time apprenticeships, offering continuity and flexibility of the supply of skilled labour to reflect yet unknown aspects of the shape of this recession. The other half of each apprentice's time could be devoted to other studies, part-time work where available, or voluntary work.

6.11

In this report, we have emphasised the quality of the GTAs in technical disciplines where other types of provider are often less strong. These are usually clustered round engineering, manufacturing, technical trades, construction and engineering construction. However, we have also touched on cognate diversification of the curriculum offer which has already taken place. We have seen good examples of dental nursing, training for vehicle damage assessors, social care, logistics, cycle maintenance, management of manufacturing and maritime operations. With care, such diversification can be achieved without harm to the integrity of the 'GTA idea'. With encouragement from LSC and government, diversification could be accelerated into areas where the virtues of GTAs are needed to boost the quality of provision on a national basis. We have one particularly in mind; social care. In adult social care there are some 30,000 private employers providing essential services which are often publicly subsidised. They range in size from BUPA, to individual care homes with a capacity for four or five people. They suffer from a poor career image, low staff retention and low skills. Beyond Standards suggest that there is ample scope for GTAs to expand in this occupational area, ideally in concert with initiatives by the developing National Skills Academy in Social Care. This new body (with which we are closely associated), is also introducing graduate apprenticeships to improve leadership in the sector, starting this year with support from the Department of Health. Apprenticeships at the lower levels would be an excellent complement, building a new robustness into progression opportunities, in a field which demographic imperatives make it certain will grow.

6.12

Close association between new and existing GTAs and National Skills Academies should be considered as a model for wider adoption. It would, in some respects, re-create the original pattern of industrial training board, member companies and GTA; the original partnership of public and private sponsorship. Areas of the economy which are projected to expand, such as the nuclear industry, might be particularly suited to this approach. In some of these areas, assistance with initial capital investment in a GTA would be needed, again much as was done in the years after 1964.

6.13

We have noted earlier in this report the uneven geographical distribution of GTAs. A marked example might be the South-West. While the region is short on capital-intensive industries of the kind traditionally associated with GTAs, it is strong in tourism, for example. A GTA or GTAs whose members

were drawn from the large number of small restaurants, hotels and tourist entertainment attractions found in the region should, on the basis of the evidence of GTA impact on other industries, be powerful drivers of higher standards. We recommend that expressions of interest in establishing new GTAs of this kind – combining occupational and geographical focus – should be invited, with start-up incentives.

6.14

While Train to Gain is strongly supported by government (for good reasons associated with a transfer of authority to the demand side of learning transactions), it has proved more controversial with providers. Many of them have found it challenging to adapt to the need for customer-orientation which the programme demands, and to the pressure which outreach to learners places on margins. Not so the GTAs. Train to Gain fits the GTA model of employer partnership well. It also fits trades which largely need experiential learning. One GTA said to us 'Train to Gain and scaffolding are a marriage made in heaven'. The apparent levity overlays a profound truth about some trades. Scaffolding attracts young men who are temperamentally unlikely to be suited to the routine of traditional academic studies, who want independence and self-reliance, and who crave risk. It is not unique in these respects among the work carried out by GTAs. We recommend that a concerted effort be made to encourage GTAs to expand Train to Gain activity, easing the achievable margins if necessary for the benefit of both the viability of GTAs and of Train to Gain.

6.15

The long-established pattern of GTA governance, based on representation from member employers, has many advantages. In the best examples, it represents both a long-term commitment by employers to 'their' GTA and to investment in training. It unites those employers in a kind of 'training club'. It also offers a modest baseline revenue to the GTA, provided that the subscription is set and maintained at a realistic level. However, some GTAs have found governance based on formal membership unduly restrictive, with director/trustees remaining in post for many years and acting as a brake on innovation. The preponderant representation from the engineering and construction industries also sometimes precludes recruitment of board members with specialist skills needed to help run businesses like the GTAs: in law, finance, and public-sector management, for example. We recommend a review of the governance of GTAs to incorporate current conceptions of good practice with government support for training programmes for directors/trustees to follow.

Pen Portraits

7.1

What follows are brief descriptions of the GTAs we have visited in the course of this project. We have seen 17 of the 40 in operation: a sample of over 40 per cent. They appear in the order listed in the directory of GTAs at Appendix 1 to this report.

7.2

Oldham Engineering (OTC)

Founded by EITB in 1966 and merged with East Manchester Industry Training Association during the 1980s. The end of levy funding and the TECs brought finances to a crisis by the mid-1990s. In 1995, new management came into OTC, bought its buildings and broadened the range of training, specialising in advanced health and safety programmes. Successive moves brought Technical Certificates in-house; took over the engineering courses of Oldham College (2001); launched work-readiness schemes for Oldham and Rochdale Councils and for Tesco; introduced technical qualifications for 14-16 year olds; and developed an emphasis on human resources and lean manufacturing consultancy for members.

7.3

North-West Training Council

Located in a former munitions factory on the outskirts of Liverpool, North-West-Training Council has a thriving apprenticeship programme in engineering and construction. The GTA is also successful in delivering Train to Gain and has diversified its programmes to include management and administration for engineering and construction companies. Most of the technical certificates required by apprenticeship frameworks are now delivered in-house. Among other benefits, this capability assists the GTA in delivering full apprenticeships in construction for unemployed people. On-the-job training and assessment are carried out in partnership with Sefton Council and an American house builder, to provide real work experience of property refurbishment and new construction. North-West Training Council works with some major companies, including Ford Motor Co., Allied Bakeries and Merseyrail but the bulk of its business is with SMEs. Its buildings house some excellent workshops but are in need of extensive refurbishment.

7.4

Rochdale Training Association

Rochdale Training Association is housed in the former canteen and executive car park of a textile machinery works. Brought back from near-collapse seven years ago, the GTA has quadrupled its learner numbers and turnover, returning to financial surplus in 2005. The curriculum remains centred on engineering, with good though old-fashioned workshops and equipment. It

now also specialises in apprenticeships in administration which have contributed substantially to its renewal. Concentration on redressing financial deficits allowed quality to slip in a number of respects and it is on raising success rates and introducing more modern management procedures that Rochdale Training has been focussed in recent years. The GTA hopes that the completion of its recovery will be confirmed by an Ofsted inspection in Spring 2009

7.5

The Mersey Maritime Group

Mersey Maritime Group is the result of a merger in 2007 which brought the former Laird Foundation into a new GTA whose training arm is Maritime and Engineering College North-West. The GTA has closely followed the changing fortunes of Cammell Laird shipyard which is now prospering with ship repair and conversion work. Mersey Maritime is on the Cammell Laird site, its renovated buildings held on a 125-year lease from the local authority. Mersey Maritime is developing a specialised range of services for the maritime industry. In addition to work for Cammell Laird, it has over 1,000 members in shipping, port operations and logistics as well as 120 subscribing members. Its board includes leading figures in the shipping industry and Mersey Maritime is strongly engaged with national politicians. The GTA organises its work as three divisions; engineering, maritime and manufacturing/business improvement. It has impressive container handling simulators but much of its engineering equipment is elderly. Strongly interwoven with Merseyside's community and businesses, Mersey Maritime is rebuilding its training work and financial viability after a difficult period.

7.6

Training 2000

One of the largest GTAs, with a turnover of £13 million a year and extensive facilities throughout the North-West, accrued through successive mergers and acquisitions over the past 20 years. (Already listed earlier in this report.) Training 2000 is one of the leaders of the GTAs, achieving high standards across a diversified technical curriculum. It emphasises workskills as well as technical skills through offering a work-like environment, including clocking-in, professional dress codes and high behavioural expectations for all, including school pupils. Schools programmes are notably successful, including a 70 per cent transfer rate to employed apprenticeship. Achieves a 92 per cent pass rate on Young Apprenticeship and, at the other end of the scale, offers graduate apprenticeships and adult apprenticeships. Very well equipped and successful GTA with close links to prestige employers. Training 2000 is highly innovative and ambitious; one of the models of the GTA of the future.

7.7

Alliance Learning

Recovering from earlier difficulties, Alliance Learning is steadily improving buildings and equipment from a modest base. A strong *learndirect* centre, changes in Ufl policy now pose new challenges to Alliance. Considerable diversification from its engineering base includes early years care, health and social care and administration. Offers programme-led apprenticeship in engineering for those not considered job-ready, achieving an 87 per cent success rate. Keen to develop shorter, NVQ-based courses, exploiting the flexibility of NQF to fulfil local needs. Offering a Diploma with Bolton and Bury schools for 100 pupils.

7.8

NETA Training Trust

Established in 1975 with buildings across Teesside. Very wide range of provision in mechanical, electrical, gas and design engineering, construction, structural steelwork, rigging, lifting, scaffolding, safety and management training for ILM qualifications. Works with 14 awarding bodies and provides on-line testing. Strong school provision including excellent GCSE results, Young Apprenticeships and Diplomas in partnership with schools and Middlesbrough College. Two thirds of income from full-cost programmes, only half of which is pre-booked at the beginning of each month; 24-hour turn-round of proposals guaranteed. Strong links with major companies including Nissan, PD Ports, Corus, Acker Solutions, BNFL etc. NETA aims to be 'the training arm of the larger regional companies'. Acts as employer of first resort, arranging permanent jobs. CoVE/TQS, ISO 9000 and Matrix standards held. Another leading GTA working closely with ECITB which forecasts a need for 30,000 additional skilled people by 2014 to replace an ageing workforce.

7.9

South-West Durham Training Ltd

A business park-located, purpose-built GTA offering a particularly good learning environment. One of the few GTAs which have experienced no mergers or acquisitions since formation in 1967. Primarily focused on engineering apprenticeships and Train to Gain with significant schools provision, including GCSEs and Diplomas. Holder of liP, ISO 9000, Matrix and CoVE recognitions. Experience of acting as initial employer of first resort based on Training Allowances, and then finding jobs for full apprenticeship. Some recent downturns in local industry have left the GTA with new equipment and space which is not currently in demand.

7.10

Hereford & Worcester GTA

Founded in 1967 for Hereford only and recently extended its reach. Operates in a largely rural area with long-established partnerships with, notably, food industry employers including Bulmers, Cadbury Trebor Bassett, Sun Valley and Arctic Circle. Operates a 'manufacturing compact' bringing pupils from eight schools into six member companies for regular visits and experience. Innovative residential element of apprenticeships includes an induction partly provided by the SAS, 'pushing personal boundaries'. Emphasis on developing leadership underpins alumni scheme which secures long-term continuity of employer relationships. Innovative in terms of learning, this GTA has outdated and crowded workshops which lack of capital funding inhibit from modernisation.

7.11

Midland Group Training Services

The GTA with the highest inspection grades, MGTS was founded in 1965 and has been involved in no mergers or acquisitions. Nevertheless works across the UK, as BT's national training centre and for Carlsberg. Well accommodated and equipped, MGTS sees employer service as its constant and the curriculum and qualification mix as variable according to demand. It has moved from level 2/3 provision and an engineering focus to greater emphasis on management and more advanced work. Offers programme-led apprenticeship and is a hub for school Diploma development.

7.12

NLT

Established in 1968 and merged with Scunthorpe GTA in 1996 to give geographical spread. Training based on engineering, welding, electrical installation and warehousing. Has pre-apprenticeship, E2E, Young Apprenticeships from which half become employed apprentices, and Diploma. Adult programmes centre on apprenticeships and Train to Gain. Workshops cramped and in need of modernisation so that the current LSC capital match-funding scheme is seen as 'immensely disappointing'. Intends to grow in the Midlands.

7.13

Prospects Learning Foundation

A GTA which regards itself as identified by its 'sense of place' and community connections rather than predominantly occupations and employers. Recent modernisation of buildings as Prospects College. Curriculum nevertheless strong in engineering, construction, processing, electrical installation etc and strong links with major employers, including BP. Good provision for schools, including centre for disaffected pupils, 75 per

cent of whom transferred to apprenticeships in 2008. Main sponsor of new Trust School (already described above in this report). Partnerships with local FE and sixth-form colleges are close, supporting a 'Schools Academy' at several locations and a joint-venture 'Basildon Learning Campus'. Dispensed with employer membership model and replaced with 'South Essex Manufacturing Academy' representing customer employers and Basildon Council. Prospects is an influential member of the GTA community but is an outlier in terms of policy direction.

7.14

Gloucestershire Training Group

Founded in 1977 as a registered charity and company limited by guarantee to provide training for its member engineering companies. At its peak it had 104 members which have now fallen to eight. It is housed in industrial buildings that are 'tired' and too small to allow any significant growth without considerable capital investment. Its Board is willing to diversify but is unwilling to go into serious debt to do so.

It works with Renishaw plc, Delphi-Diesel & Moog and other less well known employers, mainly in the Cheltenham, Gloucester and Stroud areas. For Renishaw, it also provides practical training for the company's undergraduates whose universities do not provide the hand-skills and technical training the company requires.

7.15

Aylesbury Training Group

Founded in 1967 and diversified substantially from its original engineering base in the past decade. Housed in good new premises, programmes include engineering, business services including administration, management, logistics and care and a national cycle academy sponsored by Halfords and the importer of Shimano equipment, Madison. Strong schools provision including pre-apprenticeship and Diploma. Collaboration with Aylesbury College to enable launch of University Centre – Aylesbury Vale offering advanced programmes. An ambitious GTA looking for growth and geographic extension opportunities based on quality, employer connection and the flexibility to offer a start date every six weeks.

7.16

Avon Vale

Avon Vale was set up 40 years ago as a GTA in a terrapin in what was then Trowbridge College in Wiltshire. It became a pathfinder CoVE which provided the funds for its new building in Chippenham. It ceased to have a formal member arrangement with its employers and soon afterwards it dropped its charitable status.

Wiltshire College took it over as a separate entity with, for example, its own business identify/registration and Board. In February 2009 the college announced that from August 2009 Avon Vale would be fully integrated – effectively a department – into the college with no separate status or Board. Under these circumstances, Avon Vale no longer has GTA status.

7.17

PETA

PETA is Portsmouth-based with three other sites, including one in Winchester. PETA believes strongly in the membership structure of GTAs as cementing long-term loyalty. Its 360 members include many international companies including Boeing, Cathay Pacific, Estée Lauder, Garmin, Pratt and Whitney and Rolls-Royce Motorcars, as well as UK icons like McLaren and public sector bodies including the Maritime and Coastguard Agency and Portsmouth Historic Dockyard. PETA's confidence is demonstrated in the recent opening of a new training and conference centre costing £3.5m, funded from reserves. Its board consists of only senior managers from member companies, including CEOs and finance directors. To the quality of their advice, and a decision a decade ago to invest in professional MIS and management accounting, PETA attributes its success. This GTA's curriculum mix is similar to that of many others but its optimism is remarkable, based on meeting the changing needs of its 2,500 associated companies under the strategic guidance of its members.

7.18

Southampton Engineering Training Association (SETA)

SETA is located in the Millbrook Industrial Estate, near Southampton Docks, its site constrained by roads and railway lines. It sees itself as a 'corner shop', providing whatever employers want, and it has close links with Balfour Beattie, Esso, Southern Electric, Carnival Cruises, Southampton Docks and other South of England-based companies. It is the regional centre for ECITB apprenticeships and has a thriving business in the 'traditional' GTA disciplines. Half SETA's turnover comes from full-cost commercial work, which subsidises the tight margins on apprenticeship. SETA sees itself at a crossroads. It needs to expand to gain access to, in particular, specialist business skills to enhance efficiency. It cannot do so while retaining the current mix of work, existing premises and its freedom from debt.

Appendix 1 – Group Training Associations Directory (Feb 2009)

Appendix 2 – Group Training Associations Abbreviations

Appendix 3 – Additional Pen Portraits

N.B ALP would like to thank Beyond Standards and the National Partnership for Employer-Led Training (NPELT) for their support in producing the report.

The Association of Learning Providers (ALP) represents the interests of a range of organisations delivering state-funded vocational learning. The majority of its 460 + member organisations are independent providers holding contracts with the Learning and Skills Council (LSC) for the delivery of Train to Gain, Apprenticeships programmes and Entry to Employment. ALP also has circa 60 colleges in membership. In addition to these members ALP has a number of non-delivery organisations such as SSCs and awarding bodies as associate members, which means ALP is able to offer a well rounded and comprehensive perspective and insight on matters relating to its remit. Over 65% of apprenticeship provision delivered in England is currently undertaken by WBL Providers who are in ALP membership.

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Organisation and LSC UPIN No (if applicable)	CEO/MD	Address	Contact Tel/email	No of staff	Turnover 2008	Member Cos/fee	Assocd Cos	No of learners	Programmes delivered	Relations with schools/colleges
NW: BTAL (UK) Ltd 107148	John Dickson Chief executive	BTAL House Laisterdyke Bradford BD AT	johnd@btal.co.uk 01274 668149 Registered charity/company limited by guarantee Founded 1967	12	£1.2M	70 Annual fee	70	200 As 60 TTG	A/AA in ME, EE, M, W/F, BA, CS/Retail. CIPD Mngt. ISO Eng, Qual Mngt, FLT. H&S.	14-19 links with schools
NW: North West Training Council 105892	Paul Musa Chief executive	Dunnings Bridge Rd Bootle Merseyside L30 6XT	0151 523 0808 paul.musa@nwtc.co.uk Registered charity/company limited by guarantee Founded in 1964	70 FT 32 PT	£3.8M	320 No fee		780 As 320 TTG	A/AA in Mainten Eng, Plumbing, Elec Installation, Eng Machinist, L&M, CS, Motor, W/F. Cons/Eng frameworks for 14-16.	
NW: Oldham Engineering GTA (OTC) 107776	Roy McHugh Chief executive	Lees Road, Oldham, OL4 1JP	0161 624 5360 info@otctraining.co.uk Registered charity and company limited by guarantee Founded 1966		£1m	98	400 approx	190 As. 150 TTG.	As in E, BA, CS, Distribution & Warehousing TTG in Eng, IT, H&S to level 4, Mngt. ILM. HR Services.	Diplomas and NVQ 1&2 for 14-16 yr olds. Operates engineering provision for Oldham College
NW: Rochdale Training Association 106862	John Huxley Chief Exec	Fishwick Street Rochdale OL16 5NA	01706 631417 info@rochdaletraining.co.uk Registered charity	27	£1.4m	18	200	125 A/AA 450 adults TTG	As/AA in E, BA, W/F, Plumbing, Manuf, ME, Care Short courses in L&M, ITQ, Electrics, H&S, QA.	
NW: Salford and Trafford Engineering GTA (STEGTA) 106862	John Whitby Chief executive	Dock Office Trafford Road Salford Quays Manchester M50 3XB	0161 877 4078 info@stegta.org Registered charity/company limited by guarantee. Founded 1966	10	£750K	22 Fee £50	140	165 As 100 TTG	As/AA in E, P, Gas, Air Con, H/V. Also training wholly in company all on-the-job and work with 15 colleges.	
NW: Stockport Engineering Training Association Ltd (SETA) 106864	Anthony Egerton Chief executive	Hammond Avenue South Reddish Stockport SK4 1PQ	0161 480 9822 agegerton@setatraining.com Registered charity/company limited by guarantee. Founded 1966.	25 F/T 4 P/T	£1.44m	46 Fee £50-£550.	250+	133 As. 16 TTG.	As/AA in E, EE, ME, F/W, Maintenance. H&S. Adult skills devt courses	Young people development from year 10 over 2 or 6 years to qualification.
NW: The Mersey Maritime Group (Formerly The Laird Foundation associated with Cammell Laird Shipyard) 106912	Jim Cheesedale Chief executive	Monks Ferry Birkenhead CH41 5LH	0151 666 1028 Registered charity/company limited by guarantee Founded 1998	46	£3.5m	1200 in total Fee £330		60 As 115 AAs 450 TTG 350 Skillworks 60 school pupils	A/AAs in Eng, F/W. YAs ECITB Centre. Annual uni prog in Eng. undergraduates in collab with Liverpool Uni. Eng. Faculty. Transnational exchange with support of EU Leonardo Programme. ESF grant-aided progs for SMEs in Gtr Merseysde. TTG NVQ Level 2 in E, Main and Man. E2e in joinery and car maintenance. Drydock H&S, International Trade.	YAs, GCSEs, Diplomas

Organisation and LSC UPIN No (if applicable)	CEO/MD	Address	Contact Tel/email	No of staff	Turnover 2008	Member Cos/fee	Assocd Cos	No of learners	Programmes delivered	Relations with schools/colleges
NW: Training 2000 106761	Steve Gray Chief executive	Furthergate Business Park Harwood Street Blackburn BB1 3BD	01254 586534 Steve.gray@t2000.co.uk Registered charity/company limited by guarantee Founded 1967	300	£13m	200	2,000	3,000	A/AA in Auto, BA, C, DN, E & Man, HSC. TTG in Auto, BA, C, DN, Eng & Manuf, MH. European exchanges with support of EU Leonardo programme. NHS Cadet scheme.	YAs GCSE Diploma Saturday Morning Club 500 schoolchildren each week. Link with Uni. of Manchester Dental School.
NW: Alliance Learning 105765	Steve Whitehead Chief executive	The Hurst Building Horwich Loco Estate Chorley New Road Horwich Bolton BL6 5UE	07912 745670 Steve.whitehead@alliancelearning.com info@alliancelearning.com 0845 257 5342 Registered charity/company limited by guarantee	90	£3.8m	67	1,000+	425 As Programme-led	A/AAs in BA, CS, C/care, H&SC, Elec/Mech Eng, F/We. Specialised: FLT, MH, FA. Leardirect: It, Mech/Elec Eng. Full-cost.	YAs, Diplomas.
NE: NETA Training Trust 107074	Frank Ramsay Chief executive	Pennine Avenue North Tees Industrial Estate Stockton-on-Tees TS18 2RJ	01642 616936 f.ramsay@neta.co.uk http://www.neta.co.uk/sub_window/email.php Registered charity & company limited by guarantee.	120	£5m	26 No fee	980	425 As and YAs 419 diplomas and GCSE 560 TTG (1300 at any one time 7000 annually)	A/AA in various Eng subjects ME, EE design engineering, construction services, W/F, crainage, hydraulics, gas engineering, ILM, H&S, steel erection, scaffolding, confined spaces, explosive atmospheres.	Programmes available for 14-16 including GCSEs, diplomas & YAs
NE: Sunderland Engineering Training Association (SETA) 107123	Lawrence Whitney Chief executive	17 Sedling Road Wear Estate Washington NE38 9BZ	0191 416 2860 Enquiries@seta.co.uk Registered charity/company limited by guarantee	13	£750K	40 No fee	130	125 AAs 6 TTG	AAs in Mech. Manuf., Eng Maintenance, Fabrication. TTG Maintenance. Full-cost short courses.	TTG with City of Sunderland College
NE: South West Durham Training Ltd 105310	Anne Cant Chief executive	Durham Way South Aycliffe Business Park Newton Aycliffe, Co. Durham DL5 6AT	0125 313194 admins@swdt.co.uk Registered charity/company limited by guarantee Founded 1967	51	£2.5m	No members or fees	500	370 apprentices, 160 GCSE & 221 TTG	A/AAs in Manuf and E – also customer services and H&S. At full-cost.	BTEC 1st Certificate / Diploma and Dual Award GCSE in Engineering for year 10/11.
NE: TTE Technical Training Group[2005] 107086	Keith Hunter Chief executive	Middlesbrough Road East South Bank Middlesbrough TS6 6TZ	01642 462266 Barbara_skaife@tte.co.uk Registered charity/company limited by guarantee	160	£14.4m	No members or fee	150	650 A/AA 150 adult learners	A/AAs Eng and Process Prigs, Production Technician, Young Scientist Prog Process industry, Oil and Gas. International students for companies.	Redcar and Cleveland College. Range of courses in Eng for pre 16s.
NE: Tyne North Training Ltd 110106	Michael Needham Chief executive	Embleton Avenue Wallsend Tyne and Wear NE28 9NT	0191 262 6860 Michael.needham@tynenorthtraining.co.uk Registered charity and company limited by guarantee	12	£1m	100 in total		310 apprentices	A/AA in Light and Heavy Engineering and workforce devt.	
YH: Derwent Training Association Ltd (North Yorkshire Training Services) 107553	David Sanderson Chief executive	Hertford Way York Road Ind Park Malton North Yorks YO17 6YG	01653 600421/697698 info@derwenttraining.co.uk Registered charity/company limited by guarantee Founded 1967	10	£500,000	40	45	104 A/AA 150 adult learners	A/AA in Eng, Elecs, ME GCSEs in E. NVQs in BA, Mngt, E, Distribution.	Eng. Diplomas

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YH: Humberside Engineering Training Association Ltd 106693	Eric Collis General manager	Copenhagen Road Sutton Fields Estate Hull HU7 0XJ	01482 826635 charlotte.hogben@heta.co.uk Registered charity/company limited by guarantee Founded 1967	50	£3m	30 No fee	90	410 AAs 1,000 adults per year 20 schoolchildren	A/AA EE, ME, and for Process Industries. Instrumentation, Machining, Fabrication (Corus Steel). Upskilling and multiskilling of workforce. H/S.	Eng courses in schools across the region. BTEC 1 st . Diplomas STEM franchise. Progression route to Foundation Degree by Agreement with Hull University.
YH: Kirkdale Industrial Training Services Ltd 106273	David Todhunter Chief executive	Kirkdale House Armytage Road Brighouse HD6 QF	01484 711462 davidt@kits-training.co.uk Chris.spark@kits-training.co.uk Registered charity/company limited by guarantee Founded 1991.	25	£1.8m	80 Fee £70			A/AA in Eng, Motor, ME, Elec, F/W. TTG. NVQs. Short courses: IT, Elec, E, FA, Mngt, Food Hygiene, H/S.	
YH: Leeds Training Trust 107163	Jackie Hawkesworth Chief executive	139 RichardShaw Lane Pudsey Leeds LS28 6AA	0113 255 2417 Jackie@lt.co.uk Registered charity/company limited by guarantee Founded 1966	5	£668,000	45 Fee £500 for 1 learner, £750 for subsequent learners		165 As 50 TTG	A/AA in EE, ME, F/W TTG in E, Business Improvement, team leader	
WM: Herefordshire Group Training Assoc	Philip Round Chief executive	Holmer Road Hereford HR4 9SX	01432 274310 info@hgta.org Registered charity/company limited by guarantee	40	£2.5m	80	20	400 As. 1,000 adults.	A/AA in EE, ME, F/W, Electrical, Design, BA, IT, CS, Accountancy, W/D. NVQs.	Diploma
WM: In-Comm Training Services Ltd 105086	Managing Directors: Colin Mills (Training) Geoff Jones (Business)	Unit 12 Vigo Place Aldridge West Midlands WS9 8UG	01922 457686 colinm@in-comm.co.uk Stand alone Private Limited Company (not a charity) providing direct service to the 3 GTAs below, enabling them to operate without the burden of premises, staffing and resources. Training arm to the following 3 GTAs: Group Manufacturers Association Birmingham GTA West Midlands GTA Founded 1981.	39	£1m	132	200	437 No breakdown	A/AA in BA, CS, E, W/D. TTG. Other non-LSC-funded courses/projects.	
WM: Kidderminster and District Training Co Ltd 106636	Malcolm McArthur Chief executive	Aykroyd House Hoo Road Kidderminster Worcestershire DY10 1NB	01562 754416 bsafe@kdtc.co.uk Registered charity/company limited by guarantee. Founded 1970.	12	£660,000	41 Fee variable	200	51 A/AAs 27 TTG	A/AA in Eng, BA, IT, Motor. TTG in E, IT.	Diplomas
WM: NSEG Training Associates Ltd	Paul Williams Chief executive	Silverdale Court Silverdale Road Newcastle under Lyme Staffordshire ST5 6EH	01782 634565 paul@nsegta.co.uk Registered charity/company limited by guarantee. No LSC funding. . Founded 1968	4	£125,000	30 Average fee £600 according to size	60	40 A/AAs	A/AA in E, F/W, BA, IT, CS. H&S and other short courses. TTG for Leek College.	Diplomas for 4 schools. Leek and Stoke College links.

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WM: Sandwell Training Association Ltd 106381	David Moss Chief executive	Grainger House Cradley Road Cradley Heath West Midlands B64 6AG	01384 566981 david.moss@sandwelltraining.com Registered charity/company limited by guarantee Founded 1964.	22	£1.1m	12 Fee £2,000	117	A/AA 127 TTG 241	A/AA in E, C, Manufacturing, BA, CS, Warehousing, IT. Mngt & Bus Improvement courses.	
WM: SEGTA Management Services	James Davies Operations manager	Neptune Building Beoley Road West Redditch Worcestershire B98 8LY	01527 608900 james@segta.org Not for profit. Founded 1965.	8	Not disclosed.	100 approx Fee not disclosed.		47 As.	A/AA in .BA, CS, E. Mngt courses.	
WM: South Staffs Training Association 106382	Dawn Jones Joint manager	34 Ridding Lane Wednesbury West Midlands WS10 9AA	01215 562340 dawn@southstaffstraining.co.uk Registered charity/company limited by guarantee.	8		8 £10.50 per employee to max of 250 employees	20	90	NVQs and TTG in Manuf, CS, Mngt and HSC.	
WM: Midland Group Training Services 105318	Lee Weatherley Chief executive	Gulson Road Coventry CV1 2JG	02476 630333 Registered charity/company limited by guarantee. Founded 1965.	40	£3.5m	110 Fee £400	250	250 As. 4,000 adult s/c and TTG.	A/AA in E, F/W, Machining, Manuf. Full-cost H&S etc.	Diplomas
EM: NLT Training Services 109052	Steve Meadows Chief executive	Devonshire House Devonshire Industrial Hamlet Station Road Birmingham Chesterfield	01246 206520 0845 40 80 378 info@nlt-training.co.uk Registered charity/company limited by guarantee. Founded 1960.	54	£2.5m	60 Fee £300	1,000+	420 As. 360 TTG.	Pre-App. A/AA in ME, EE, F/W, BA, CS, Cons, Retail, IT, W/D, FDM. Manuf. TTG. NVQs. E2E. FLT. Key skills.	YAs, Diplomas, Pre-apprenticeship
EM: Northamptonshire Industrial Training Association Ltd (NITAL) 106968	Alan Smith Operations manager	The Manor House Cottingham Road Corby Northants NN17 1TD	01536 408188 alan@nitaltrainme.org.uk Registered charity/company limited by guarantee. Founded in 1969	15	£700,000	300		200	A/AA in E, Elec, Motor, CS, BA, W/D, Team Leading ILM H&S. NVQs	
EE: Bedford Training Group 106321	Alan Gildersleve Chief executive	82 Singer Way Woburn Industrial Estate Kempston Bedford MK42 7HZ	01234 843804 alangildersleve@btg.org.uk Registered charity/company limited by guarantee	34	£1.9m	50 No fees	120	249As 250 TTG	A/AAs (some programme led) in E, MV, C and some admin. E2E in E,MV and C and programme pathways.	Tutors into schools and pupils in house for E and MV training
EE: EAGIT Ltd 106948	David Shorten Chief executive	Hurricane Way Norwich Airport Estate Norwich NR6 6EY	01603 480630 d.shorten@eagit.org Not for profit – limited by guarantee with charitable status. Founded 1967	38	£1.8m	194 Fees £78-£750 sliding scale based on numbers employed		500 approx No breakdown	A/AA in ME, EE, F/W, Machining, C. Other fees: £125 per learner day for non public funded courses. Income c.£400K for 2008.	YAs, Diplomas

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EE: Prospects Learning Foundation 105576	Neil Bates Chief executive	Prospects House 10 Fairfax Drive Southend on Sea SS0 9AR	01702 391000 pbt@pctg.co.uk	100	£8.7m including Trust	No membership	1,500		A/AA in E, C, W/F, P/D, Carpentry. Other courses in Mngt, Modern Manuf, Electrical, ME. H/S. IT. Explosive Atmospheres.	YAs, Diplomas, Schools Academy GCSEs 11-19 Trust, FE, Saturday Trade School. Basildon Learning Campus with SEEVIC and SEEC.
EE: West Anglia Training Association Ltd 107473	Andrew Christodoulou Managing director	Old Houghton Road, Hartford, Huntingdon, Cams PE29 1YB	01480 435544 andrew @wata.co.uk Registered charity/company limited by guarantee. Founded 1976.	26	£2.7m	68		130 A/AAs 3,800 adults/short courses	A/AA in BA, C/S, IT, Driving Goods Vehs, W/F, E/EE, Team Leading, W/D, MME, Courses in H/S, Food Hygiene, L&M,QA. NEBOSH	
SW: Education and Training Skills (ETS) 106499	Lawrie Bennett Chief executive	Powderham House Park Five Executive Business Centre Harrier Way Sowton Exeter EX2 7HU	01392 445444 lawrie@etsgroup.co.uk Registered charity. Founded 1965.	24	£760,000	187 No fee			A/AA in BA, ICT, CS, Mngt. Adult Apps. TTG. ILM Award in Team Leading & First Line Mngt. KS. ECDL. Short CPD courses	YA in BA.
SW: Group Training and Development Ltd 106504	Alan Vichon Chair	Clovelly Road Industrial Estate Bideford Devon EX39 3HN	01237 473232 Registered charity/company limited by guarantee Founded 1969.	2	No data	30 No fee		30 A/AAs	A/AA in Engineering	
SW: Gloucestershire Training Group Ltd 106585	1 David McPherson Chief executive	8 Chancel Close Easter Avenue Gloucestershire GL4 3SN	01452 423461 gtggtm@gtg.org.uk Registered charity/company limited by guarantee . Founded 1977.	17	No data	11	60	129 A/AAs, 24 under-post grads; 60 adults upskilling.	A/AAs in E, Production and Manufacture. Under/post grad machine skills. Adult upskilling. Eng Mngt Dev topics.	Practical training for undergraduates
SE: Aylesbury Training Group 107940	Tony Edwards Chief executive	Gatehouse Close Gatehouse Industrial Area Aylesbury Bucks HP19 8DN	01296 737800 Registered charity/company limited by guarantee.	90	£4.5m	65	300	1,000 at any one time	A/AA in E, Elec, ICT, W/D, CS, BA, SC, Early Years, Animal care, bicycle Maint.	Leads Bucks Schools' Diploma. Pre-Apprenticeship courses. Courses in Mngt Devt, H/S, CAD/CAM.
SE: ISIS Training Services Ltd 107590	Chris Clarke Chief executive	6 Blenheim Office Park Long Hanborough Witney Oxon OX8 8LN	01993 882008 info@isistraining.co.uk Registered charity/company limited by guarantee. Founded 1983.	7	£500,000	30 Fee £150	80	135 A/AAs 25 NVQs	A/AA in Electronics, Mech/Elec Maintenance, Aviation. Water Eng – full-cost.	
SE: PETA Ltd 107696	Bob Hiskey Chief executive	1 Access Point Northarbour Road Portsmouth PO6 3TE	02392 538700 Phall@peta.co.uk Registered charity/company limited by guarantee Founded 1971	75	£5m	360 Fee based on employee numbers, £50-£1,000	2,500	320 WBL 178 TTG	A/AA in Bus, CS, IT and Eng. TTG: Business Improvement, CS, BA, IT. HR and Mngt courses.	YAs and member of three Diploma consortia. Strong relations with public sector employers.

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SE: Southampton Engineering Training Association Ltd (SETA) 106612	Richard Heighington Chief executive	First Avenue Millbrook Trading Estate Southampton SO15 0LJ	02380 878305 rheighington@seta-training.co.uk hbates@seta-training.co.uk Registered charity/company limited by guarantee Founded 1970	35 FT 7PT	£1.9m	13 Fee depends on size of company, max of £1,000.	500 approx	250 A/AAs	A/AA in E/EE, ME, F/W, Eng Construction, pipe-fitting, steel erecting. Other Eng courses. First Aid. H/S.	YAs in E & C
SE: SIGTA Ltd 107529	John Norton Chief executive	26 Abinger Road Portslade Brighton BN41 1RZ	01273 427601 jnorton@sigta.co.uk Registered charity/company limited by guarantee Founded 1964	16	£850K	100 Fee from £130		450 total. 140 As.	A/AA in E, Manuf, IT. First Aid. FLT. TTG. Learndirect.	

Abbreviations

A	Apprenticeship
AA	Advanced Apprenticeship
ATA	Apprenticeship Training Association
BA	Business Admin
C	Construction
C/care	Childcare
CS	Customer Service
DN	Dental Nursing
E	Engineering
E/EE	Electrical/Electronic Eng
EE	Electrical Eng
F/W	Fabrication and Welding
FA	First Aid
FDM	Food and Drink Manufacture
FLT	Fork lift truck
GTA	Group Training Association
H/S	Health and Safety
H/V	Heating and Ventilation
HSC	Health/Social Care
Main	Maintenance
Man	Manufacturing
ME	Mechanical Eng
MH	Manual Handling
MME	Mechanical Manufacturing Eng
P	Plumbing
P/D	Painting and Decorating
TTG	Train to Gain
W/D	Warehousing and Distribution