



*The Education and Training Inspectorate -
Promoting Improvement*

**Providing Inspection Services for
Department of Education
Department for Employment and Learning
Department of Culture, Arts and Leisure**



Education and Training Inspectorate

Report of a Follow-up Inspection

following an

**Inspection of the Training for Success
and ApprenticeshipsNI provision in**

Swann Training Services Limited

January 2013

FOLLOW-UP TO THE INSPECTION OF SWANN TRAINING SERVICES

The original inspection in November 2011 highlighted strengths in the provision, including the good quality of the provision in children's care, learning and development, and the good or better quality of the training provided by the Belfast Centre of Learning.

The inspection identified the need for improvement in the following key areas:

- the inadequate leadership and management of the provision;
- the inadequate initial and formative assessment of the individual needs of the trainees and apprentices;
- the inadequate breadth of the curriculum for the trainees on the Skills for Your Life strand of Training for Success;
- the unsatisfactory quality of the Information Technology (IT) users provision; and
- the inadequate engagement with employers in the design of individual training plans and in the setting and monitoring of training targets.

The original inspection in November 2011 also identified important areas for improvement to be addressed in the professional and technical areas of: business and administration; essential skills; hospitality and catering; IT users; retail; and warehousing and storage.

In the interval since the inspection, the following actions which affect the work of Swann Training Service have taken place:

- the restructuring of the management team and the introduction of team leaders to plan and co-ordinate the curriculum provision across the professional and technical areas;
- additional training provided by a private training consultant on the development and use of personal training plans and trainee and apprentice reviews;
- the appointment of additional tutors in hospitality and catering and the essential skills;
- changes to the timetabling arrangements in order to improve access to the essential skills for the trainees and apprentices;
- the introduction of a designated support tutor to each learner in order to guide and support them in their training;
- the introduction of a bespoke data management system to track the progression of apprentices and trainees;
- the suspension of the recruitment of trainees to the professional and technical areas of business and administration, IT users and stores and warehousing; and
- appropriate investment in upgrading the quality of the training accommodation and the provision of additional equipment and resources.

The Education and Training Inspectorate carried out two interim follow-up visits in June 2012 and September 2012, and a follow-up inspection in January 2013. During the interim follow-up visits, the Inspectorate had limited confidence in Swann Training Service's self-evaluation and quality

improvement planning processes. As a result, the organisation was required to resubmit their self-evaluation report and quality improvement plan.

The following are the most important improvements that have taken place since the original inspection:

- the improved curriculum provision for the trainees on the Skills for Your Life strand of Training for Success which is now good, and which offers them appropriate opportunities to develop their personal and social skills and a better awareness of the world of work;
- the good use of industry visits and guest speakers on the Training for Success strands to enhance the quality of the trainees' learning experiences;
- the significant improvement in the quality of the hospitality and catering provision, which is now good; and
- the improved retention rates on the Skills for Your Life and the Programme-Led Apprenticeship strands of the Training for Success programme.

The areas which require further development are:

- the need to strengthen further the leadership and management of the provision, particularly the capacity of staff at all levels to undertake more effectively the self-evaluation and quality improvement planning processes, which are not sufficiently well developed to support the necessary further improvements in the quality of the provision;
- the further development of the use of management information to identify and address underperformance, particularly the inadequate retention rates on the Skills for Work strand of Training for Success;
- the urgent need for management to review the imminent changes in the staffing complement to sustain appropriately the essential skills provision;
- more engagement with employers in the design of individual training plans and in the setting, monitoring and recording of training targets; and
- the need for management to monitor the current curriculum offer to ensure that it meets fully the needs of local industry and the career aspirations of the young people in the area.

CONCLUSION

In the areas inspected, the quality of training provided by Swann Training Services is now satisfactory; the strengths outweigh areas for improvement in the provision. The organisation has demonstrated some evidence of improvement but significant areas for improvement remain to be addressed if the needs of all the trainees and apprentices are to be met effectively. The Inspectorate will monitor and report on the progress of Swann Training Service in addressing the remaining areas for improvement.

Professional and Technical Area: Essential Skills

The original inspection in November 2011 highlighted strengths in the provision including the: effective one-to-one support provided to trainees by almost all of the tutors; the good quality of the provision offered by Belfast Centre of Learning; and the very good outcomes on the Training for Success provision for those who complete their training.

The inspection identified the need for improvement in the following key areas the:

- inadequate strategic planning for the effective management and development of the essential skills provision;
- inadequate use of robust data to inform the self-evaluation of, and the quality improvement planning processes for, the essential skills;
- limited range of initial, diagnostic and formative assessments which are used to inform management planning for learning and progression; and
- variable, and often poor, quality of the personal training plans.

In the interval since the original inspection, the following actions which affect the work of the organisation have taken place:

- the appointment of four new essential skills staff who make a positive contribution to the essential skills provision;
- the appointment of an essential skills co-ordinator to work with the team leader and to lead the essential skills team in addressing the areas for improvement;
- the introduction of a bespoke management information system to collate data relevant to the management and improvement of the essential skills provision;
- the improved planning and monitoring of the composition of essential skills classes;
- the satisfactory start made to the contextualisation of the essential skills within the trainees' and apprentices' learning within their professional and technical areas; and
- the more regular opportunities for the essential skills co-ordinator and staff to monitor and review essential skills delivery.

The following are the most important improvements that have taken place since the original inspection:

- the improved quality of the co-ordination of the essential skills provision, which is now satisfactory;
- the improved accessibility of data for essential skills tutors to assist in the monitoring of key indicators such as the trainees' and apprentices' attendance and achievement;
- the improving communication between essential skills tutors, professional and technical tutors and also with the designated support tutors, to inform the monitoring of attendance;

- the appropriate introduction of the essential skill of Information and Communication Technology;
- the improving use of the outcomes from initial and diagnostic assessment to provide supportive interventions; and
- the more effective grouping of essential skills learners into sessions which include no more than two levels in each training session.

The areas which require further development are:

- the urgent need for management to review the imminent changes in the staffing complement to ensure the effective co-ordination and delivery of the provision;
- the underdevelopment of the self-evaluation and quality improvement planning processes for the essential skills provision, particularly in relation to the improvements needed in the inadequate numbers of trainees and apprentices achieving the full frameworks;
- to implement an appropriate range of training and learning strategies to engage, motivate, challenge and support the trainees and apprentices, particularly those whose attendance is erratic, and those with low prior achievement profiles on entry; and
- further strengthening of the focus in the essential skills classes on raising self-esteem, aspiration, confidence and achievement of those trainees who have furthest to travel in these areas.

CONCLUSION

In the essential skills, the quality of the training provided by Swann Training Services is now satisfactory; the strengths outweigh areas for improvement in the provision. The organisation has demonstrated some evidence of improvement but significant areas for improvement remain to be addressed if the needs of all the trainees and apprentices are to be met effectively. The Inspectorate will monitor and report on the progress of Swann Training Services in addressing the remaining areas for improvement.

Professional and Technical Area: Hospitality and Catering

The original inspection in November 2011 highlighted strengths in the provision, including the good opportunities for those trainees who are in work placement to develop their occupational and transferable skills, and good overall outcomes for those who complete their training programme in hospitality and catering.

The inspection identified the need for improvement in the following key areas:

- inadequate leadership and management of the hospitality and catering provision;
- lack of effective curricular planning to provide clear and coherent programmes across the provision;
- inadequate use of the self-evaluation and quality improvement planning processes to ensure good quality training and learning is provided to all trainees; and
- unsatisfactory quality of the accommodation and physical resources which do not reflect industry standards.

In the interval since the original inspection, the following actions which affect the work of the organisation have taken place:

- the appointment of a team leader and tutor for hospitality and catering;
- the redesign of the personal training plans and their linkage to the review process;
- the introduction of a bespoke data management system;
- the growth in the numbers recruited to hospitality and catering, which has increased by nearly 33%;
- the increase in the employer base to provide appropriate work placements and potential employment opportunities for trainees; and
- the improvements made to the accommodation and the provision of additional physical resources and equipment.

The following are the most important improvements that have taken place since the original inspection:

- the improved management of the hospitality and catering provision with an increased emphasis on providing a clear and coherent curriculum to upskill, challenge and motivate the young people;
- increased opportunities for the trainees to develop their occupational and transferable skills through good quality, structured work placements;
- the improved retention rates on the Skills for Your Life and Skills for Work strands of the Training for Success programme, and the better achievement rates on the Skills for Work strand;

- the good levels of employer involvement in the training process; and
- the much improved quality of the accommodation and physical resources.

The areas which require further development are the:

- setting and review of short-term training targets in workplace training, against which progress of the trainees can be measured;
- application of more rigorous and robust self-evaluation procedures to the hospitality and catering provision to ensure the good quality provision is maintained; and
- retention rate on the level 2 apprenticeship programme, which is just satisfactory at 62% over the last two years.

CONCLUSION

In hospitality and catering, the quality of training provided by Swann Training Services is now good. The organisation has important strengths in most of its educational provision. The follow-up inspection has identified some aspects of the areas for improvement still to be addressed but equally the organisation has demonstrated the capacity to address these.

Professional and Technical Area: Retail

The original inspection in November 2011 highlighted strengths in the provision, including: the good standards of most of the trainees' work; the good quality of the directed training; the good quality of most of the trainees' work placements; and the improving outcomes on the Skills for Work strand of Training for Success.

The inspection identified the need for improvement in the following key areas:

- the inadequate provision for trainees on the Skills for Your Life strand of Training for Success;
- the variable quality of the trainees' personal training plans and reviews;
- the limited use of Information and Learning Technology (ILT) to support the directed training and careers education information advice and guidance (CEIAG); and
- the inadequate (48%) average retention rate for the Training for Success programme.

In the interval since the original inspection, the following actions which affect the work of the organisation have taken place:

- the provision of a new training room, which is bright and spacious;
- the development of a more appropriate format for the trainees' personal training plans and their progress reviews; and
- a restructuring of the provision for the trainees on the Skills for Your Life strand of Training for Success.

The following are the most important improvements that have taken place since the original inspection:

- the increased use of visits to local retail outlets which are used to good effect to enhance the quality of the trainees' learning experiences and to benchmark industry standards;
- the development of an appropriate curriculum provision for the Skills for Your Life trainees, which allows them to sample vocational training in retail and achieve a relevant qualification; and
- the good quality of the feedback on progress and achievements provided for the trainees through timely reviews.

The inspection identified the need for improvement in the following key areas:

- the self-evaluation and quality improvement planning processes, including more a more rigorous review of the effectiveness of the actions taken to bring about continuous improvement;
- the range of training resources available to support the trainees' development of practical occupational skills, and to enhance their learning and assessment through appropriate online resources;

- the better use of the trainees' personal training plans to reflect more accurately their prior educational experiences and achievements and barriers to learning; and
- the retention and achievement rates of the Training for Success programme which are just satisfactory for the period 2011/12.

CONCLUSION

In retail, the quality of training provided by Swann Training Services remains satisfactory; the strengths outweigh areas for improvement in the provision. The organisation has demonstrated some evidence of improvement but significant areas for improvement remain to be addressed if the needs of all trainees and apprentices are to be met effectively. The Inspectorate will monitor and report on the progress of Swann Training Services in addressing the remaining areas for improvement.

© CROWN COPYRIGHT 2013

This report may be reproduced in whole or in part, except for commercial purposes or in connection with a prospectus or advertisement, provided that the source and date thereof are stated.

Copies of this report are available on the ETI website:
www.etini.gov.uk

