

MONITORING VISIT: MAIN FINDINGS

Name of Provider: Haydon Training Services

Date of visit: 15 August 2007

Haydon Training Services (Haydon) was established in 1992 and is a private limited company. The provider uses the name Haydon Training Business College while retaining the previous name for contractual purposes. It contracts with The Thames Valley Learning and Skills Council to provide work-based learning programmes for young people in health, public services and care, information and communication technology, retail and commercial enterprise, and business administration and law. Haydon is based in Aylesbury with 25 full-time staff, 27 part-time staff and a senior management staff of three.

At the previous inspection the overall effectiveness of the provision was judged to be satisfactory. Business and management and equality of opportunity were judged to be good with the other sector subject areas (SSA) and leadership and management judged to be satisfactory. Key challenges for Haydon were:

- Increase success rates for frameworks.
- Improve the progression rates for Entry to Employment (E2E) learners.
- Ensure that learners progress in a timely manner.
- Make better use of data and management information.
- Develop and implement a strategy for literacy, numeracy and language skills support.
- Increase the focus on quality improvement.

Achievement and standards

What improvements have Haydon made to framework success rates since the previous inspection, many of which were at 0%?	Significant Progress
--	----------------------

Framework success rates have improved significantly since the previous inspection. Although several are now satisfactory, many of the rates were at, or near, zero per cent at the time of the previous inspection. Overall success rates in care programmes were at nine per cent. This improved to 26% in 2005-06 and 47% in 2006-07. Apprenticeship success rates are significantly higher, at 70%, than those for advanced apprenticeships, at 30%. In retail the position is similar with an overall success rate of 41% in 2005-06 and 48% in 2006-07. Again, the rates for apprenticeships are much higher than those for advanced apprenticeships, although the number of advanced apprentices is very low. The overall success rate for information and communication technology (ICT) in 2006-07 is good at 80% and that for Association of Accounting Technician's training (AAT) is good at 88%, an improvement of 23% over the previous year. Timely success rates have also improved significantly. E2E progression rates have also improved. At the time of the previous inspection they were at 47% and they are at 52% for 2006-07. The company has set a target of 60% for this year for the E2E progression rate.

What additional initiatives have Haydon Training implemented to improve the rate of learners' progress, which was judged to be a strength in their provision?	Significant Progress
---	----------------------

Haydon Training Services have maintained and significantly improved upon this strength. Since the previous inspection a change in management structure has resulted in a better focus on both individual learner progress and monitoring of the progress of groups of learners. Learner monitoring has also been improved upon. Monitoring records are very good. They are clear and detailed. Accurate management summaries are produced. In retail and customer service, Haydon Training have front-loaded the technical certificate work and introduced a work book that they have developed for learners. This is clear and well laid out. Good arrangements are in place for reviewing learners' knowledge. The learner review form has been improved upon. It is clearer and provides a better opportunity to record details of progress. Records are clear and the form is used well by staff to record details of progress and long and short term goals. Haydon has made clearer reference to learners' progress in both staff and department target-setting. Staff appraisal now includes an element of meeting these targets for learner performance. Learners are now making better progress and Haydon have successfully improved overall and timely success rates.

The Quality of Provision

How robust are the arrangements for literacy, numeracy and language assessment and support which were judged to be incomplete at the previous inspection?	Reasonable Progress
---	---------------------

Progress on this theme has been reasonable. Staff are well supported to achieve appropriate teaching qualifications for literacy and numeracy, and learners benefit from appropriate training in which literacy and numeracy skills are developed within their vocational lessons. All learners on E2E programmes and any apprentices who have not achieved appropriate general certificate of secondary education (GCSE) levels are initially assessed for literacy and numeracy. A range of in-house certificates and external qualifications in literacy, language and numeracy are appropriately identified on learning plans and passports. These are designed to match the individual needs of learners. Learners with language needs or those who need assessment for dyslexia are easily referred to other agencies for support. Key skills are established in all vocational programmes. Haydon identified a need for additional numeracy support and now provide additional mathematics lessons for learners who need them. Haydon is currently carrying out an audit of staff qualifications, and will begin training staff for the new teaching qualifications, which include key skills, from September. Two literacy and numeracy teachers support learners, and in turn they are well supported by a key skills specialist. When appropriate, learners benefit from classroom assistants. Staff are kept up-to-date with literacy and numeracy

developments through staff development training days. The company is currently planning staff training in functional skills.

How well have Haydon Training improved the quality of target-setting for E2E learners, which was judged to be poor at the previous inspection?	Reasonable Progress
--	---------------------

Haydon Training Services has made reasonable progress on this area for improvement, although there is still further improvement to be made. The management structure has been changed and there is now greater focus on consistency in procedures. Staff development workshops have been held to discuss target-setting in detail and procedures have been rewritten. These are much clearer and focus on clear target-setting. Good use has started to be made on using staff meetings to share good practice. Learner records are clearer and their use of the passport has been improved. The passports now contain clear references to individual learner targets that are specific and well recorded. However, some notes are not dated and a few passports still lack clarity.

Leadership and Management

What progress have Haydon made in using management information, in particular data analysis and its use?	Significant Progress
--	----------------------

Haydon has made significant progress on this theme. Data analysis now includes age, starts and leavers, gender, ethnicity, progressions and achievement. Managers make good use of this to identify differences between programmes and groups of learners and plan appropriate action. Data for E2E learners is now analysed carefully, and shows individuals' development of literacy and numeracy skills as they progress through their training. Further analysis of data gives very helpful information about the relationship of learners' literacy and numeracy levels to their length of stay on programme. Managers have improved the way they communicate data to staff. Data is updated monthly and team leaders use this to set targets for staff. Managers make good use of the data to forecast needs for resources and staff training. For example, staff are being trained to deliver key skills and a first aid trainer is now employed in response to needs identified by learner progress data. Staff now understand which learners need extra support to complete their programme within the timespan for the programme. Timely success rates have significantly improved.

What actions have Haydon taken to improve the focus on quality improvement, which was judged at the previous inspection to be incomplete?	Reasonable Progress
---	---------------------

Haydon have made reasonable progress in implementing new quality improvement measures, although some processes are still too new to fully judge their impact. An experienced quality improvement manager has been appointed. The quality improvement action plan is detailed and time bound. It now helpfully identifies high, middle and low priority actions and these have appropriate completion dates. The plan also now includes strategies to help the company retain its strengths. Observation of teaching and learning is carried out regularly, with new staff being observed twice in their first year. Observations are assessed against a standard set of criteria and graded. However, current documentation is more focused on teaching rather than learning. Managers follow up actions needed as a result of teaching observations. Learner feedback is currently collected through exit questionnaires, and this is analysed and presented on a spreadsheet which is used by teams. Haydon is in the process of designing forms to gather E2E learner feedback following induction, and employer feedback. Neither of these measures have yet been implemented. However, a new quarterly publication of a newsletter reflects positive learner and staff views. The company is in the process of developing a learner forum. Haydon now regularly follows up learners who have left the E2E programme to gain accurate data on positive outcomes for these learners.