



TRAINING STANDARDS COUNCIL

INSPECTION REPORT JANUARY 1999

REINSPECTION OCTOBER 2000

# Introtrain

## SUMMARY

At the time of the first inspection, Introtrain provided unsatisfactory training in hairdressing and its beauty therapy training, in particular, was poor. Since then it has stopped offering its beauty therapy programmes. Recent staffing changes have been made and this has had a positive impact on the quality of the hairdressing training. Introtrain has carried out rigorous self-assessment has produced realistic action plans to address identified weaknesses. Employers provide many good opportunities for trainees to learn and practice their trade. There is still insufficient assessment of trainees in the workplace, and of their key skills. At the time of the first inspection, Introtrain's equal opportunities and trainee support arrangements were satisfactory. It took positive action to attract under-represented groups to training, and made good records of the additional support given to trainees. However, its management of training was unsatisfactory and quality assurance arrangements were poor. Since then, improvements have been made and both areas are now satisfactory. New management systems have been introduced, although not all are fully established. Feedback from trainees and employers is now used to make improvements to training. Achievement and destination data are now maintained, although they are inadequately analysed and monitored.

**As a result of the reinspection of Introtrain, the original published report text for hair and beauty, management of training and quality assurance has been replaced by new text, which makes reference to the original inspection findings. This summary page, the overall report introduction and the inspection findings introduction have also been amended to reflect the outcomes of the reinspection. All other sections of the original report, which have not been subject to full reinspection, have been left in their original form.**

### GRADES

OCCUPATIONAL AREAS	GRADE
Hair & beauty	4

GENERIC AREAS	GRADE
Equal opportunities	3
Trainee support	3
Management of training	4
Quality assurance	5

REINSPECTION	GRADE
Hair & beauty	3

REINSPECTION	GRADE
Management of training	3
Quality assurance	3

### KEY STRENGTHS

- ◆ good training at work
- ◆ employers committed to their trainees' best interests
- ◆ positive action taken to attract under-represented groups of trainees
- ◆ trainees supported to achieve qualification after funding has ceased



- ◆ good record of additional support for trainees
- ◆ flexible training arrangements meet employers and trainees' needs
- ◆ realistic self-assessment and action planning informs continuous improvement

#### **KEY WEAKNESSES**

- ◆ missed opportunities for work-based assessment
- ◆ assessment of key skills only undertaken on completion of programme
- ◆ lack of clients for practical sessions
- ◆ ineffective monitoring of achievement and destination data
- ◆ management systems not fully established

## INTRODUCTION

1. Introtrain was established in 1988. It is funded by the Heart of England Training and Enterprise Council (TEC). At the time of the first inspection most of the company's training was in hair and beauty, with a small amount of beauty therapy and customer service. At the time of reinspection, training was undertaken in hairdressing only. Off-the-job training is provided at the Introtrain hair and beauty centre situated in a shopping mall in Cowley, just outside Oxford city centre. In October 2000, there were 104 employed trainees of whom 78 are modern apprentices. On-the-job training is gained through a network of 50 employers. The company mostly works in Oxford, but also covers the nearby towns of Abingdon, Banbury, Bicester, Didcot, Thame, Wallingford, Wantage and Witney. A senior manager, who is also the proprietor, leads Introtrain. A training supervisor has been appointed since the first inspection and has responsibility for two full-time hairdressing tutor/assessors. A recently appointed full-time administrator and one part-time officer support the work of the team.

2. The area is a generally prosperous one. As well as farming and car manufacturing, there are two universities and a wide range of high technology educational and service businesses, which benefit from their presence. Young people have a wide range of learning and work opportunities from which to choose, including those in London, which is only an hour away. At the time of the first inspection, the unemployment rate in Oxford was 4.5 per cent, compared with the national average of 5.2 per cent. In August 2000, unemployment had fallen in the county to an average of 1.12 per cent although in the city area of Oxford the average rate was 2 per cent. This compares to a national unemployment rate of 3.5 per cent. Employers find it difficult to attract staff and trainees due to the high employment rate in the area. The high cost of housing, with little availability of local authority provision, militates against young people staying in the area. In 1998, the proportion of school leavers achieving five or more general certificates of secondary education (GCSEs) at grade C and above was 46.5 per cent, compared with the national average of 46.3 per cent. In 1999 the results improved to 47.9 per cent, which was the same as the national average. The minority ethnic population of Oxfordshire is 3.3 per cent. Minority ethnic trainees account for 3.88 per cent of Introtrain's trainees.

## INSPECTION FINDINGS

3. Introtrain produced its first self-assessment report in November 1998 with the help of Heart of England TEC. All the company's staff were involved in self-assessment. The self-assessment report was not an accurate reflection of Introtrain's work. Some of the strengths included were no more than normal practice. Weaknesses were not identified with sufficient clarity and several additional weaknesses were found during inspection. Inspectors confirmed one of the five grades presented in the self-assessment report, but awarded four lower grades than had been proposed. Three of these were significantly lower than those given in the self-assessment report. For reinspection a self-assessment report dated August 2000 was submitted and supported by a short report which summarised the actions taken. All staff contributed to the reports but the views of employers were not sought.

4. Since the first inspection in January 1999 Introtrain has recruited additional staff and replaced those who left. All staff were consulted in the preparation of an initial action plan. Since then the plan has been regularly updated and the current edition is for the period September 2000 to March 2001. All training staff have completed a teacher-training programme during the past year. Trainees join the scheme throughout the year and most attend the training centre on a day-release basis. Investment has been made in new computer software to enable statistical information to be generated.

5. During the first inspection, a team of three inspectors spent a total of 12 days at Introtrain during January 1999. Two additional inspector days were spent considering additional evidence provided by the company. Inspectors examined company, TEC and awarding body documents. They interviewed all the full-time Introtrain staff at its main office and observed main trainers and assessors at work. An internal verifier for beauty therapy, who was hired on a consultancy basis after the inspection, was also interviewed. Inspectors visited the premises of four employers. They interviewed 14 employers and 45 trainees, nearly half of the total. They examined assessment records, trainees' work and portfolios. Inspectors observed 10 monitoring visits, tutorials and instruction sessions.

6. Reinspection was undertaken by a team of four inspectors for a total of 16 days. They interviewed all of Introtrain's staff and observed eight instruction sessions. Inspectors visited 13 salons and interviewed a total of 14 proprietors or supervisors. They interviewed 27 trainees and met 34 trainees during observed sessions. Inspectors examined trainees' business project files and portfolios of evidence for national vocational qualifications (NVQs) at levels 2 and 3. They reviewed trainees' records, external verifiers' reports and other management paperwork.

7. The first table shows grades awarded for on- and off-the-job training observed by inspectors during the first inspection and the second table shows grades awarded to sessions observed during the reinspection.

Grades awarded to instruction sessions during the first inspection

	GRADE 1	GRADE 2	GRADE 3	GRADE 4	GRADE 5	TOTAL
Hair & beauty	0	2	3	4	1	10
<b>Total</b>	<b>0</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>1</b>	<b>10</b>

Grades awarded to instruction sessions during reinspection

	GRADE 1	GRADE 2	GRADE 3	GRADE 4	GRADE 5	TOTAL
Hair & beauty	0	3	2	3	0	8
<b>Total</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>8</b>

## OCCUPATIONAL AREAS

### Hair & beauty

**Grade 3**

#### (hairdressing)

8. Trainee numbers have increased since the first inspection but there are none following beauty therapy programmes. Seventy-eight trainees are modern apprentices, of whom 50 are working towards level 2 NVQs. Eleven national trainees and 15 other trainees funded through training credits are all working towards level 2 NVQ. Seven trainees have been identified as requiring additional learning support to achieve the targets on their training plans. All trainees are employed and work in salons in Oxford or its surrounding area. Nineteen salons have work-based assessors. Most trainees attend the Cowley training centre one day every two weeks for theory and practical training and assessment. Five trainees undertake all training and assessment at their workplace with support from salon trainers and visiting Introtrain staff. Two Introtrain tutors are based at the Cowley training centre, where they provide off-the-job training and some work-based assessment. A training supervisor oversees the work of both tutors. Since the first inspection all tutors have achieved a teaching qualification. Training centre staff visit trainees in the workplace at least every 12 weeks to carry out a review of progress and will carry out assessments if opportunities arise. Trainees based in salons with no assessor request assessment from Introtrain staff. All trainees attend the training centre for a full day's induction and are provided with reference materials.

At the first inspection, the main weaknesses identified were:

- ◆ more limited practical learning opportunities at the company centre than in employers' salons
- ◆ poor practical teaching at the company's training centre
- ◆ missed opportunities for work-based practical assessment

- ◆ some trainees assessed while working on each other
- ◆ trainees' portfolios not kept up-to-date or signed and dated
- ◆ insufficient written feedback on assignment work
- ◆ no qualified assessors in beauty therapy
- ◆ unsafe working practice in waxing

9. Weaknesses relating to beauty therapy are no longer applicable and those regarding the upkeep of portfolios and feedback on assignments have been satisfactorily remedied. Weaknesses relating to limited opportunities in the company's training centre and trainees being assessed while working on each other remain. Assessment opportunities are still missed. Poor teaching in the training centre has been remedied through staff development but concerns over the management of some on- and off-the-job training sessions remain. Inspectors agreed with the additional strengths identified in the reinspection self-assessment report and awarded the same grade as that given by the company.

**GOOD PRACTICE**

*To help trainees to understand how different types of evidence can be used towards their portfolio of achievement a progress circle using different colours to represent evidence types is used. When a piece of evidence is generated the trainee colours in a dot of the relevant colour. Once all the dots are filled it helps assessors establish that trainees are using an appropriate variety of evidence types and that they understand the system.*

**STRENGTHS**

- ◆ effective relationships between trainers, trainees, and employers
- ◆ good-quality work placements
- ◆ flexible training arrangements to meet trainees and employers' needs
- ◆ creative and personal skills enhanced through participation in competitions

**WEAKNESSES**

- ◆ lack of practical training resources
- ◆ missed assessment opportunities
- ◆ some poorly managed training sessions

10. Introtrain's director also owns the salon below the training centre and Introtrain's training staff work there one day each week to keep their hairdressing skills current. The training salon is a suitable size for the number of trainees. The layout gives trainers unrestricted vision of trainees practising their skills. There is a range of appropriate training resources including flip-charts, an overhead projector and a touch-screen monitor for interactive compact discs. A wide range of handouts is available to reinforce theory teaching and trainees use good computing facilities to assist learning. Introtrain's staff have good relationships with employers and employers recognise the qualifications and experience of Introtrain's tutors and assessors. Many salons which had little involvement in workplace assessment at the time of the first inspection are now taking an active role in assessing trainees and authenticating trainees' evidence for NVQ purposes. Trainees work in good-quality salons which promote high standards of professionalism and technical skill. Most salons offer regular training sessions for staff and provide good opportunities for trainees to work on models under supervision by experienced staff. Some trainees have the opportunity to attend

**GOOD PRACTICE**

*One trainee had had poor previous experiences of the education system and did not want to attend the training centre. Introtrain has arranged for all training and assessment to be carried out at work. This has been carefully planned with the employer to ensure that the trainee progresses well. Now the trainee is ahead of her training plan and has developed a good portfolio of evidence.*

courses run by high-profile hairdressing training companies and the certificates they gain add to their portfolios of achievement. As a response to employers and trainees' needs a variety of training arrangements are offered. Many trainees travel long distances to the training centre and the training timetable can be amended to meet transport schedules. Trainees usually attend fortnightly and the formal schedule of training ensures sufficient time is spent to cover all aspects of the training programme. Trainees who work in salons offering regular training attend less frequently and those with a work-based assessor attend for theory only. Trainees who are working towards a level 3 NVQ visit the training centre for additional training on an individual basis by agreement with their tutor.

11. Annual competitions for trainees are held in the local shopping mall and trainees use the competitions to gather evidence for their portfolios. Salon owners and representatives from major manufacturers judge the competition, which also helps to forge strong links with industry. Parents and members of the public are invited to attend and all proceeds are donated to a charity selected by the trainees. Trainees are encouraged to be creative in the work they produce and some high standards of work are produced. Trainees have good opportunities to build on other skills such as teamwork, planning and communication skills. The events are used to award 'trainee of the year' prizes and to present any certificates trainees have gained. Trainees' achievement rates have improved over the past two years. Fifty-seven per cent of young trainees who started training in 1999 achieved their target qualification while only 38 per cent of those who started training in 1998 were successful. Only 10 per cent of trainees who have started since 1998 have completed their full award. However, trainees are now achieving more units towards their full award and progress towards completion has improved since the first inspection.

12. There is a lack of clients on whom trainees can practise and be assessed at the training centre, which limits progression. The first inspection highlighted this issue and although Introtrain has advertised for models little progress has been made. Some trainees have only worked on two clients at the training centre in the last year, spending the rest of their time working on simulated head blocks and wigs. Although there are times when this is beneficial it does not allow trainees to develop the broader skills required by the occupational area. Trainees are encouraged to provide their own models at the training centre and there is also pressure from many employers for them to provide models for salon training sessions. Models have to pay for any service they receive and, with travelling costs added, it becomes a barrier to participation. Little effective promotion is undertaken within the shopping mall to attract clients to the centre. Semi-permanent colours are not regularly available for trainees' use and substitutes are sometimes used which do not meet qualification requirements. A small range of treatments for trainees to use on clients with scalp and hair disorders is available.

13. Opportunities for assessment are missed. Trainees work on a business project during the first year of training and this is well referenced to the key skills standards at the end of the programme. Trainees enjoy doing the project, as it is related to setting up a salon, but it means that key skills evidence is not collected



until the end of the programme. There is still insufficient assessment of trainees at work, although those who work in salons where there are work-based assessors usually make better progress. Some trainees have only had five workplace assessments in the last year and witness testimonies are not used effectively. Work logs are not sufficiently thorough to ensure that trainees understand how tasks relate specifically to the NVQ and time is wasted when tasks are unnecessarily repeated. During some salon training sessions, interruptions occur when trainees have to attend to clients or answer the telephone. Employers rarely provide concentrated time for trainees to study. Most level 3 trainees are not allocated study-time at work and are expected to attend the training centre on their day off. At the training centre there are distractions from the salon downstairs, with people walking through the area to the staff room and laundry areas. In some training sessions, topics are not always clearly explained and trainees understanding is not effectively checked and reinforced. However, trainers are responsive to feedback and such sessions provided at a later date were revised and presented well. During a practical session a trainee was checking bleach application without wearing gloves and trainees' bags were stored in the working area.

## GENERIC AREAS

### Equal opportunities

### Grade 3

14. Introtrain has an equal opportunities policy which has been updated since it was first written. Trainee recruitment is monitored for gender, age, ethnicity and disability. Five per cent of the trainees are men. Inspectors agreed with the self-assessment report and awarded the same grade as that proposed in the company's self-assessment report.

#### *STRENGTHS*

- ◆ equality of opportunity is actively promoted
- ◆ positive action is taken to attract under-represented groups
- ◆ statistical monitoring of trainees

#### *WEAKNESSES*

- ◆ low awareness of equal opportunities issues among trainees
- ◆ no analysis of the local population as a benchmark
- ◆ little coverage of equal opportunities during trainees' induction

15. All the leaflets used by the company and its advertisements in newspapers, refer to it as an equal opportunities employer. Action has been taken to attract more men into hairdressing. They are encouraged to participate in recruitment events. Male trainees are shown in displays. There are documented procedures for

complaints and grievances. However, there is no record of complaints. The grievance procedures have not been used. The company welcomes trainees with learning difficulties and two are working towards NVQ level 1. The company has not analysed the proportion of people from minority ethnic groups in its catchment area, but it does monitor the ethnicity of current trainees. Equal opportunities issues are included in the salon checklist which is used by staff to assess the suitability of work placements. A procedure for assuring equal opportunity is displayed on the company notice board. There is no check made of the effectiveness of these procedures. There is little awareness of equal opportunities among trainees

### **Trainee support**

### **Grade 3**

16. Trainees who are interested in joining the programme are interviewed to explore their suitability for the profession. Personal appearance and attitude are evaluated and working hours are discussed. Some trainees find their own jobs and some are helped to do so by the company. Most trainees enter the programme during the summer, but it is possible to begin training at any time of the year. All trainees receive a one-day induction. An initial review takes place after four weeks to ensure that each trainee has settled into their salon. There are then, quarterly reviews to discuss progress. Assessors also support trainees through extra individual tuition or with additional time to complete assignments. The self-assessment report did not accurately identify the company's strengths and weaknesses in trainee support. Inspectors awarded a lower grade than that proposed by Introtrain.

#### *STRENGTHS*

- ◆ trainees are helped to qualify after funding has ceased
- ◆ good records of additional support in trainees' files

#### *WEAKNESSES*

- ◆ lack of continuity among monitoring visits
- ◆ poor use of initial assessment

17. There are several examples of trainees whose age has disqualified them from continuing on the government-funded training programme, but who have, nevertheless, continued at Introtrain's expense until they achieve an NVQ. Trainees' files contain records of discussions with trainers and employers. They are normally completed after any contact outside the usual training, assessment and review processes. They record any additional trainee support that is needed to overcome problems with literacy or personal circumstances. Poor attendance at work and during off-the-job training sessions is dealt with. The action required is followed up.

18. Assessment and review visits to trainees at work are arranged to suit company staff, rather than on a fixed schedule. There is no certainty that the same assessor will visit on succeeding visits. This is company policy to ensure that trainees get to know all members of the assessment team, but good relationships between trainee and assessor are difficult to build in these circumstances. Initial assessment tests are carried out, but little use is made of the results. Among the 40 first-year trainees, 32 have attempted the numeracy test. None of their papers have been marked. Some of the questions are inappropriate and one is a trick question which only one trainee answered correctly.

### Management of training

### Grade 3

19. There have been several staff changes since the first inspection. The proprietor and training supervisor, who also act as internal verifiers, manage the organisation. They are supported by two full-time hairdressing tutors and one full-time and one part-time office administrators. In its first self-assessment report Introtrain overstated its strengths and did not identify weaknesses in the management of training. By the time of reinspection, monitoring systems, action planning and regular meetings had been introduced to improve provision. The self-assessment report for reinspection accurately reflected the organisation and inspectors awarded the same grade as that given in the report.

At the first inspection the main weaknesses identified were:

- ◆ No co-ordination of on and off-the-job training
- ◆ reliance on inexperienced teaching staff
- ◆ poor administration and assessment and other important training procedures
- ◆ no internal verification in beauty therapy

20. Staff have made good progress in improving the management systems and all of the weaknesses have been rectified. Training plans have been produced and staff have achieved the appropriate teaching qualifications. Procedures are now well recorded, and improved administration systems help Introtrain to make continuous improvements. All trainees and employers now receive a copy of the practical and theory training programmes undertaken at the centre. Training staff now routinely provide information on the training being given in the workplace, and assessment plans are agreed with trainees, employers and assessors.

### *STRENGTHS*

- ◆ thorough staff induction
- ◆ effective staff appraisal and development programme
- ◆ effective development and sharing of good practice
- ◆ managed upward trend in retention rates

### WEAKNESSES

- ◆ no systematic setting and monitoring of targets for trainees
- ◆ management systems not fully established
- ◆ no routine analysis of data to guide management decisions

20. New staff receive a well-structured induction which is well recorded and gives a clear breakdown of key responsibilities. They shadow established staff for a week and are directed to read relevant policies and procedures. The induction process enables them to settle quickly into their roles and become effective members of the team. All staff now receive six-monthly appraisals which are used to identify any training and development needs. Clear individual action plans are then produced. At the time of the first inspection, good practices in information systems had lapsed, following staff losses. New staff have reviewed and reinstated the former good practices. Review sheets have been upgraded to show the range of assessments covered. Flow charts have been provided for a wide range of procedures and good management policies are built into working practices. Staff continue to develop and share good practice and managers respond increasingly well to trainees and employers' needs. Regular team meetings are attended by all staff and all aspects of training, assessment and management are routinely reviewed and debated. Trainees' retention rates are now systematically reviewed and, following the improvements made to the management systems, are improving. The proportion of modern apprentices remaining on the programme has improved from 31 per cent of those who started in 1998 to 60 per cent of those who started in 1999, and all of those recruited in the current year are still on programme.

21. Target dates for the completion of NVQ units are recorded on trainees' individual training plans and on Introtrain's pro forma, but some plans do not include the targets once trainees convert to modern apprenticeship programmes. When there have been delays in meeting target dates, training plans do not always include the reason or any changes agreed. This means that some trainees are uncertain whether they have completed a unit. Training plans are not routinely used as working documents and do not always reflect the current status of trainees. Introtrain does not plan adequate visits to trainees in the workplace. Assessors visit all trainees at least every three months, but trainees who do not request additional visits do not routinely meet the target dates for unit completing. Some trainees and employers who do not contact Introtrain miss out on assessment opportunities, which has an adverse effect on NVQ achievement rates.

22. Introtrain still does not adequately monitor visits to salons and prompts are not triggered to ensure that trainees are not missed. The process does not allow staff to identify, at a glance, trainees' review dates or to record when they have been carried out. Some improved management systems are not yet fully established and have not been in use for sufficient time to be fully tried and tested. There have been delays in meeting some action planning targets due to staff leaving. The organisation collects data and analyses leavers, destinations and achievement on an overall monthly basis. The format does not differentiate reasons for early leavers

or those who have left because they have completed their programme. Information gained from data is not routinely used in decision making and training staff rely heavily on personal knowledge and intelligence. Data to help analyse and determine trends in achievement, retention and early leavers is underdeveloped and not used routinely by the managers.

## Quality assurance

## Grade 3

23. All of Introtrain's quality assurance procedures were reviewed and updated in August 2000. They include procedures relating to recruitment, initial assessment, review and internal verification. Introtrain meets the external quality standards required by its training contract with the Heart of England TEC and the awarding body. There are no other external standards of quality used by the organisation. An action plan was produced in December 1999 following publication of the inspection report in January 1999.

At the first inspection, the main weaknesses identified were:

- ◆ quality assurance does not have a significant effect on the quality of training
- ◆ feedback from trainees not analysed and acted upon
- ◆ irregularity in internal verification
- ◆ unrealistic self-assessment report

24. Introtrain has eradicated three of the original weaknesses and has made substantial progress towards addressing the one remaining. Inspectors agreed with one of the strengths in the reinspection self-assessment report and found additional strengths and weaknesses. They awarded the same grade as that given in the self-assessment report.

### *STRENGTHS*

- ◆ clearly recorded quality assurance procedures reinstated and developed
- ◆ analysis of feedback to make prompt improvements
- ◆ realistic self-assessment and action-planning used to make continuous improvements

### *WEAKNESSES*

- ◆ some quality assurance systems not tried and tested
- ◆ no routine feedback given to trainees on results of questionnaires
- ◆ inadequate monitoring of achievement and destination data

25. Introtrain now has comprehensive written procedures to cover all of the key processes for training, assessment and verification. They are clear, easy to follow and consistent. They are routinely discussed at team meetings and are used to

make continuous improvements. All staff are familiar with, and knowledgeable about, those procedures relating to their area of work, having been involved in their development. Internal verification is now systematic and thorough, with assessment practices being standardised across all salons and the training centre. Good written feedback is given to all assessors on their performance. Effective workshops are well attended by work-based assessors, which have helped to improve the quality of assessment and keep staff up to date with awarding bodies' requirements. Employers now have the opportunity to feed back their views on training by using questionnaires, with 68 per cent responding. Such feedback and improved communication with employers has been used to make improvements to the quality of training. For example, some employers indicated that they would prefer an increased presence by Introtrain's staff for work-based assessment and this has resulted in more assessments being undertaken in salons for some trainees. Attendance patterns at the training centre were also altered following an analysis of employers' requirements. A workshop for assessors was rescheduled to suit employer availability and to increase attendance levels. Trainees' views are routinely sought at key intervals during the training programme. Following an analysis, the induction programme has been changed, as trainees indicated that they did not fully understand all aspects.

26. All staff contribute to an ongoing self-assessment process and agree the resulting action plans. Fortnightly team meetings are held at which progress towards the action plan is monitored and updated. All staff monitor their own responsibilities towards the action plan, using status sheets. A short report, which updated the current self-assessment report, was produced in September 2000. This provided a helpful summary of the changes made over the last year. The report was a realistic reflection of the current situation, although inspectors considered that some strengths were no more than normal practice and identified additional ones. Inspectors agreed with the identified weaknesses and with the grades given in the self-assessment report.

27. Some quality assurance processes are not fully established or are not yet completely operational, for example internal audit systems. Team meetings are regular and well minuted, but there is no schedule of future meetings. Although Introtrain now has systems for analysing the quality of the training programmes, it does not always have sufficient information to enable it to make effective changes. Although feedback has been sought, trainees are not aware of any direct improvements to their training. Introtrain has attempted to monitor and analyse trainees' achievement data by NVQ unit, but this not been done for all trainees and no longer-term monitoring has yet been carried out. Comprehensive data on what trainees do after leaving the training programme are maintained, but they are not routinely analysed or monitored.