

**Habia<sup>®</sup>  
Skills  
Academy**



Centre Name           ISA Training

Area of Expertise

## **Hairdressing Apprenticeship Delivery**

*“ISA Training is an excellent organisation for apprenticeships; my recent visit to them was an inspiration. All training and assessment is carried out in the workplace, which makes learning relevant to the learner and the salon business. ISA challenges learners and helps them truly understand the industry while helping them to build strong skills; providing them with opportunities to see how the industry varies in different salons in the UK and Europe.”*

Mark Izzard, Hairdressing Industry Assessor, Habia

June 2013

## Contacts

Enquiries about this document should be directed to:

**Cherie Bradford**

Marketing Manager

Email: [coe@habia.org](mailto:coe@habia.org)

Industry Assessor: Mark Izzard

[coe@habia.org](mailto:coe@habia.org)

**Centre of Expertise**

**Habia Skills Academy**

**Oxford House**

**Sixth Avenue**

**Sky Business Park**

**Robin Hood Airport**

**Doncaster**

**DN9 3GG**

Tel: 0845 2 30608

Fax: 01302 774949

Web: [www.habia.org/hsa](http://www.habia.org/hsa)

For more information on this project please visit the Habia website: [www.habia.org/hsa](http://www.habia.org/hsa)

## Contents

Contacts	Page 1
Summary	Page 3
Introduction to Habia Skills Academy	Page 4
Background /Course overview	Page 5
Programme Details	Page 6 - 7
Results and Findings	Page 8
Standard 1: Technical Skills	Page 8
Standard 2: Quality of Staff	Page 9
Standard 3: Qualification and or Training Programme Content	Page 10
Standard 4: Facilities, Equipment and Resources	Page 11
Standard 5: Delivery of Training	Page 12 - 13
Standard 6: Organisation	Page 14
Conclusion and Recommendations	Page 15
Images	Page 16

## Summary

### Background

ISA Training was established in 1998, as a privately owned work-based training provider. Since then, it has grown from strength to strength, developing an excellent reputation for specialised delivery of work-based learning programmes in Hairdressing training. ISA Training delivers work-based learning programmes throughout Wales and the South West of England. It is recognised and supported in Wales, by the Welsh Assembly Government Department of Children, Education, Lifelong Learning and Skills and, in England, by the Skills Funding Agency.

### Findings

ISA Training has developed and continues to reinforce very strong and effective partnership arrangements with a wide range of partners, which is crucial in the provision of effective work-based delivery programmes. All learners are employed by national and local companies across Wales and Gloucestershire. ISA Training staff share a continuing professional development programme with the Hair and Beauty department of a local college, so widening their own opportunities. The excellent working relationship ISA Training has developed with local employers not only provides work experience opportunities for learners, but for staff too. ISA Training collaborates and often takes the lead in a number of industry initiatives.

### Conclusions

ISA Training has been recognised as having innovative, highly effective and industrially sound delivery methods in Hairdressing Apprenticeship programmes and therefore has been approved as a Centre of Expertise for Hairdressing Apprenticeship Delivery. ISA Training prides itself on providing both learners and employers a unique learning experience, which was witnessed by the Industry Assessor. Learners on the said programmes are highly motivated and ambitious; showing pride and professionalism in their work, which will ultimately strengthen and promote the hairdressing industry as a whole.

## Introduction

### Habia Skills Academy

The Habia Skills Academy (HSA) for the Hair and Beauty Sector acts a catalyst to address the sector's needs. HSA is an innovative provision, providing products and services that can be cascaded by collaboration with a network of excellent learning providers and other partners to reach the whole industry.

HSA priorities are to:

- raise the quality of the learning experience
- raise the aspirations of students by raising the skills of educators, ensuring educators can perform skills and have the know-how to teach skills at an inspirational and credible level
- raise employer expectations of the learning experience and students' capabilities
- raise respect and recognition for the sector in the eyes of Government and society in general.

In *specific* terms the HSA will do this by:

- identifying and signposting this excellent provision and providing e-learning solutions through an **online academy and website**
- creating a **network of Centres of Expertise** assessed and badged as providing high quality training and meeting industry needs
- driving and delivering **professional development for educators**, who will then cascade it within their centres so that employers and students can access the skills needed to meet client demand.

### Centre of Expertise

The aim of the Centre of Expertise recognition is to encourage all learning providers to deliver excellent learning and be recognised for this. Learning providers will become part of the HSA by working towards and achieving the HSA Centre of Expertise criteria. Underpinning all will be the requirements to possess, develop and maintain high quality staff, excellent technical skills, facilities and delivery and content of training programmes. They will be promoted through the HSA on-line academy and website. The need for an industry led approach has been strengthened by changes in the education inspection regimes to whole college/provider light touch assessments which do not focus or report on individual departments such as hair and beauty.

## Background / Course Overview

The Industry Assessor Visit took place on 26<sup>th</sup> June 2013 at ISA Training premises in Pencoed, Bridgend, Cardiff, and at a selected employer's premises where Apprenticeship delivery and assessment was naturally occurring.

ISA Training was established in 1998, as a privately owned work-based training provider. Shirley Davis-Fox, ISA Training Managing Director has worked tirelessly, and continues to do so, to promote the hairdressing industry as a whole. She has had great success in growing ISA Training from strength to strength, developing an excellent reputation for specialised delivery of work-based learning programmes in Hairdressing training.

Shirley Davis-Fox is an extremely pro-active member of the Hairdressing Council and WorldSkills Ambassador for hairdressing in Wales. She is a key campaigner for State Registration for hairdressers and ensures that ISA Training funds the first year's state registration of all of their graduates who complete their Level 3 Apprenticeship in Hairdressing. ISA Training also ensures that every member of staff delivering hairdressing programmes is also State Registered.

ISA Training delivers work-based learning programmes throughout Wales and the South West of England. ISA Training is recognised and supported in Wales, by the Welsh Assembly Government Department of Children, Education, Lifelong Learning and Skills and, in England, by the Skills Funding Agency. ISA Training is the largest independent hairdressing training provider in Wales.

Shirley Davis-Fox has brought together and nurtured an extremely well functioning team of managers and staff to result in a tightly, well-structured training provider that is at the forefront of hairdressing apprenticeship delivery.

## Programme Details

ISA Training offers a full range of hairdressing, barbering and beauty therapy courses, all of which are fully or partially funded, with their Apprenticeship programmes in Wales attracting partial funding by the European Social Fund through the Welsh Government. With their successful Estyn/Ofsted inspection and success in securing increased funding, ISA Training is also committed to raising learners' and employers' learning experiences to new levels.

From their extensive provision of Creative Short Courses and full range of Business Management, Customer Service and Administration courses, the following relevant programme details were taken from the ISA Training website, accessed September 2013.

### Course Description examples

#### Level 2 Apprenticeship in Hairdressing

##### Entry Requirements

No formal qualifications are required. However, you must have drive, enthusiasm and passion for the hair industry

##### Qualification will include

- NVQ in Hairdressing at Level 2.
- Key Skills/ESW in Communication, Application of Number and ICT (Wales only).

##### Overview of Qualification

##### Mandatory Units

- Ensure your own actions reduce risk to Health and Safety
- Give clients a positive impression of yourself and your organisation.
- Advise and consult with clients.
- Shampoo, condition and treat the hair and scalp.
- Change hair colour.
- Style and finish hair.
- Set and dress hair.
- Cut hair using basic techniques.

##### Optional Units

- Fulfil salon reception duties.
- Promote additional services and products to clients.
- Develop and maintain your effectiveness in work.
- Fulfil salon reception duties
- Develop and maintain your effectiveness in work

- Plait and twist hair.
- Attach hair to enhance a style

### **Level 3 Apprenticeship in Hairdressing**

#### **Entry Requirements**

This qualification is for advanced apprentice hairdressers with an appropriate skill set

#### **Qualification will include**

- NVQ in Hairdressing at Level 3.
- Key Skills/ESW in Communication, Application of Number and ICT (Wales only).

#### **Overview of Qualification**

##### **Mandatory Units**

- Monitor procedures to safely control work operations
- Promote additional services or products to customers
- Provide hairdressing consultation services
- Creatively cut hair using a combination of techniques

##### **Optional Units**

- Colour hair using a variety of techniques
- Provide colour correction services
- Creatively style and dress hair
- Creatively dress long hair
- Develop and enhance your creative hairdressing skills
- Create a variety of permed effects
- Provide creative hair extension services
- Contribute to the financial effectiveness of the business
- Contribute to the planning and implementation of promotional activities
- Support customer service improvements



## Results and Findings

### Standard 1: Technical skills

#### 1.1 Does the centre deliver technical skills that meet industry standards?

ISA Training delivers technical skills and the full Apprenticeship Framework that meets industry standards and within the optimum mode of delivery. ISA Training staff deliver the hairdressing programme to meet the National Occupational Standards as set by Habia, and supplement this delivery programme with a great emphasis on student welfare and the promotion of hairdressing as a profession.

#### 1.2 Does the centre work with industry to maintain current technical skills?

ISA Training continues to develop and reinforce very strong and effective partnership arrangements with a wide range of partners. The excellent working relationship ISA Training has developed with local employers not only provides work experience and on-the-job training opportunities for learners, but for staff too. ISA Training staff also share a continuing professional development programme with the Hair and Beauty department of a local college, so widening their own opportunities.

Under the direction of Shirley Davis-Fox, ISA Training collaborates and often takes the lead in a wide selection of industry initiatives. This is evidenced by ISA Training's 'Salon Cymru', a competition for all hairdressing and beauty learners from schools, colleges and training providers, whose main sponsor is City & Guilds.

Shirley Davis-Fox is an extremely pro-active member of the Hairdressing Council and WorldSkills Ambassador for hairdressing in Wales. She is a key campaigner for State Registration for hairdressers and takes every opportunity to promote this within the industry, local and national Government and to the general public. ISA Training feels so strongly about this; they fund the first year's state registration of all of their graduates who complete their Level 3 Apprenticeship in Hairdressing. ISA Training also ensures that every member of staff delivering hairdressing programmes is also State Registered.

#### 1.3 Does the centre continually update delivery to reflect latest industry developments?

ISA Training remains on top of all legislative issues and uses customer surveys and customer feedback as a way of monitoring and predicting changes in delivery needs. ISA Training hosts an employer conference to ensure they remain at the top of their provision. Feedback from this event and that gained from employer/employee surveys all help with the design and delivery of their suite of programmes. Laptops and mobile smart devices are used by the staff and learners and they are trialling e-portfolios with the learners. ISA Training is very involved with local employers and industry specialists, so they remain focused on the latest industry developments.

## Standard 2: Quality of Staff

### 2.1 Can the centre prove they have the right staff in position to deliver training?

ISA Training has an extensive and extremely well-functioning staffing structure in place. Each staff member has a defined role and is fully aware of their responsibilities to the company, colleagues and their learners. The organisation employs a large staffing team, with remote trainers and assessors, making this tightly monitored and collaborative staffing structure the linchpin of the success of the delivery of this Apprenticeship programme. All delivery staff are competent to deliver, assess and verify relevant programmes, this being supported by Awarding Organisation External Verifier Reports and an Estyn Report. The Industry Assessor was able to verify this himself through inspection of staff CVs, Personal Development Records and extensive CPD staff records.

There is a strong ethos for the well-being of learners, with all work placements and employers being inspected and monitored regularly, to ensure that salons, employers and learners are well-matched in their expectations and capabilities.

### 2.2. Does the centre have appropriately experienced named staff who work together to maintain excellent current skills?

ISA Training collaborates with the Hair and Beauty department of a local college to enable staff to share a continuing professional development programme, so widening their opportunities. The excellent working relationship ISA Training has developed with local employers not only provides work experience opportunities for learners, but for staff too, so that their current skills are maintained and updated. ISA Training also ensures that every member of staff delivering hairdressing programmes is also State Registered.

### 2.3. Does all the centre staff update their technical skills on an annual basis (Continual Professional Development (CPD))?

Central records of extensive staff CPD records and Personal Development Records were made available for inspection by the Industry Assessor at the time of his visit. He was able to confirm that all ISA Training staff update their technical skills on an annual basis; this is also confirmed through Awarding Organisation External Verifier Reports.

## Standard 3: Qualifications and/or Training Programme Content

### 3.1 Does the centre have evidence of high quality delivery over a two year period?

The Estyn Report shows a continuing and improving trend. This has been proved also through inspection of documents and records provided by ISA Training, prior to, and during the Industry Assessor's visit.

### 3.2 Does the purpose of each programme clearly relate to clients, students and industry needs?

ISA Training delivers technical skills and the full Apprenticeship Framework that meets industry standards and within the optimum mode of delivery. The Industry Assessor, Mark Izzard, confirmed this; "ISA Training is an excellent organisation for apprenticeships; my recent visit to them was an inspiration. All training and assessment is carried out in the workplace, which makes learning relevant to the learner and the salon business."

### 3.3 Are the programmes regularly reviewed and updated?

ISA Training provided a copy of their Quality Management Planning Cycle as part of their application process, which was extremely thorough. This was further reinforced at the Industry Assessor's visit, through providing Training Needs Analysis data linked to the specific programmes and copies of their Self Assessment Reports. ISA Training also uses customer surveys and customer feedback as a way of monitoring and predicting changes in delivery needs. ISA Training hosts an employer conference, the feedback from which, together with that gained from employer/employee surveys all help with the design and delivery of their suite of programmes.

ISA Training explained in their application process how their learners, staff and employers were included in the involvement strategy 'Involve-Share-Act'. Two learner representatives from each region are included on the ISA Voice panel, that looks at how the training is structured and delivered. Feedback obtained from this process resulted in future training being restructured around key technical skills to ensure learners are commercially competent at the end of their Apprenticeship.

## Standard 4: Facilities, Equipment and Resources

### 4.1 Do the premises, facilities, equipment and materials provided meet the requirements of the training programmes?

ISA Training operates in employers' premises, across the areas of South East Wales and the South West of England, and also work with three sub-contractors. As the training and delivery of the Hairdressing Apprenticeship programmes take place within the employers' salons, it follows that facilities, equipment, resources and products meet the expectations of the professional hairdressing industry. To reinforce and maintain this assumption, ISA Training staff carefully inspect each employer and their premises against industry standards and continually monitor each Apprenticeship Provider throughout their engagement. They achieve this through employing three Operation Managers, each being responsible for a team of Training Consultants, Internal Verifiers and Essential Skills Specialists. ISA Training also employs two NEBOSH qualified members of staff with responsibility for maintaining, managing and implementing effective Health and Safety systems. Each employer's premises is vetted and monitored to ensure the continued health, safety and welfare of each learner and ISA Training employees.

Should a problem occur, the Learner's Complaints Policy would highlight any area of concern and the relevant Learning Support Manager would be responsible for investigating further. In this situation, the affected learner would be moved to a temporary alternative placement until the problem could be resolved. ISA Training strives to ensure that salons, employers and learners are well-matched in their expectations and capabilities.

## Standard 5: Delivery of Training

### 5.1 Does the centre deliver training that meets the standards set by industry?

ISA Training delivers technical skills and the full Apprenticeship Framework that meets industry standards, using the optimum mode of delivery. As Mark Izzard, Industry Assessor quoted; “All training and assessment is carried out in the workplace, which makes learning relevant to the learner and the salon business.”

ISA Training staff deliver the hairdressing programme to meet the National Occupational Standards as set by Habia, and supplement this delivery programme with a great emphasis on student welfare and the promotion of hairdressing as a profession. With the programmes being delivered in the commercial workplace, they are able to utilise the ample opportunities to expand and add value to the learners’ experience.

### 5.2 Is the training both appropriate and inspirational for students?

The Industry Assessor was able to interview a selection of learners, at the time of his Industry Assessor’s visit. This confirmed that learners on the Hairdressing Apprenticeship programmes were highly motivated and ambitious; also taking a pride and displaying professionalism in their work. ISA Training constantly strives to inspire, encourage and motivate their learners through various ways; from in-salon training, to visiting Guest Artists, to the development of their ‘Salon Cymru’ Competition. They have also implemented their ‘Oyster Project’; enabling learners to develop their skills further, from taking extra units to develop their weaker skills in areas such as Bridal Hair, or Men’s Cutting. The Oyster Project also offers learners the opportunity to participate in a national and international exchange programme with other learners, where they can experience different salons in the UK and in Europe. This was reported in the organisation’s quarterly in-house magazine ‘Hot Gossip’ (November 2012) where there was the opportunity for 10 lucky Level 3 hairdressing or beauty Apprentices to go on a two week work experience/exchange programme in Spain. ISA Training also offered the provision of fortnightly language lessons to prepare the learners for working in Spanish salons.

### 5.3 Is there sufficient training space and staffing levels available to support students?

As the training and delivery of the Hairdressing Apprenticeship programmes take place within the employers’ salons, it follows that facilities, such as training space, meet the expectations of the professional hairdressing industry. To reinforce and maintain this assumption, ISA Training staff carefully inspects each employer and their premises against industry standards and continually monitor each Apprenticeship Provider throughout their engagement. These training arrangements also meet with the standards approved by the Awarding Organisation. The Industry Assessor was able to establish that each Training Consultant had a caseload of 36 Apprentices, who they would visit on a one-to-one arrangement and each learner also had access to a Student Welfare Officer who could support them with any personal issues.

#### **5.4 What sets the centre aside from other organisations?**

Throughout the desk-based review undertaken by the Quality Assessor, and the following Industry Assessor's visit, we were really impressed with the information, explanations and evidence produced by ISA Training, proving that they are such an exciting and forward-thinking Training Provider. There are many examples of good practice, featured throughout this report, and witnessed by the Industry Assessor. Student welfare is at the very heart of this organisation, along with the promotion of hairdressing as a profession.

#### **5.5 How does the centre ensure a student is at the relevant level on the completion of the programme?**

Prior to commencing a learning programme, each learner undertakes an initial assessment to identify the suitability of the intended programme towards their individual needs. This initial assessment addresses vocational, literacy and numeracy skills.

#### **5.6 Do students have the opportunity to discuss and formulate their starting points, possible goals and relate these to learning opportunities which are acted upon?**

Each learner receives a one-to-one meeting in their workplace every four weeks, although this can be more frequent upon request. Individual Learning plans and any support needed can then be set up, in discussion and agreement with each learner. The Industry Assessor was able to sample some Individual Learning programmes for a selection of learners and witnessed the level of support enjoyed by the learners.

#### **5.7 Do more than 85% of those who complete the programme/course also achieve the target qualification or course?**

All learners who complete the full duration of the programme also complete the target qualification.

#### **5.8 Do more than 85% of apprentices who complete the course also complete all the outcomes of the apprenticeship framework, and are awarded the apprenticeship completion certificate?**

All learners who complete the full duration of the programme also achieve the full framework certificate. Learners who complete their Level 3 Apprenticeship in Hairdressing also become State Registered Hairdressers, with their names being published in the quarterly magazine 'Hot Gossip'.

#### **5.9 Is there evidence to support the achievement of an 85% overall positive response from a random sample of students and/or employers that they are satisfied with the teaching service they have received?**

Evidence provided from internal and external questionnaires, and those sampled by the Industry Assessor, showed that 95% of respondents agreed that Teaching and Training was Good/Very Good.

## Standard 6: Organisation

### 6.1 Are the roles and responsibilities of the delivery team, across all assessment sites, clearly allocated and understood?

ISA Training has an extensive and extremely well-functioning staffing structure in place. Each staff member has a defined role and is fully aware of their responsibilities to the company, colleagues and their learners. The organisation employs a large staffing team, with remote trainers and assessors, making this tightly monitored and collaborative staffing structure the linchpin of the success of the delivery of this Apprenticeship programme. All delivery staff are competent to deliver, assess and verify relevant programmes, this being supported by Awarding Organisation External Verifier Reports and an Estyn Report.

### 6.2 Are communication methods effective?

The Industry Assessor was satisfied that communication methods used within the organisation were effective. This was further supported through suggestions made during planning, development and evaluation meetings where it was suggested that staff receive SmartPhones for better communication. Other means of communication were also evidenced, such as the involvement strategy 'Involve-Share-Act', the ISA Voice panel and also the quarterly in-house magazine 'Hot Gossip' which is also available on the website.

### 6.3 Has Health and Safety and Equal Opportunities been effectively embedded?

The Industry Assessor was able to witness these policies and procedures during his visit and confirmed that they were effectively embedded within the organisation.

### 6.4 Is there an established complaints policy available to student and customers?

Copies of the relevant complaints procedures were provided as part of the application process and they fulfilled their purpose.

### 6.5 Have all requests complied with for access to premises, records, information, students and staff for the purpose of external monitoring by a HSA assessor?

The Industry Assessor was able to confirm that all information, access to learners, employers, staff, records and details of learners with which to undertake telephone interviews were made available to him upon request, thus enabling him to collaborate the evidence required.

### 6.6 Is there a named contact with responsibility for reviewing compliance with HSA criteria and notifying HSA of any relevant changes?

Yes; Sarah Heenan.



---

## Conclusions and recommendations

### Conclusions

The delivery of the Hairdressing Apprenticeship programmes has been recognised as an area of Expertise, therefore ISA Training has been approved as a Centre of Expertise. ISA Training is to be commended on their dynamic and flexible approach to Apprenticeship delivery and the unique learning experience it provides, enabling learners to gain the 'real work' experience by working and learning in commercial practice.

### Recommendations

ISA Training must now continue with their effective and innovative approach to Apprenticeship delivery, high levels of care relating to student welfare, high levels of learner and employer satisfaction, and highly motivating and inspiring teaching and professional guidance. The excellent staffing structure and monitoring system that is in place must continue to be as effective as witnessed at the time of this report, in order to maintain and cultivate this exciting programme and approach.

**ISA Training will receive their next moderation visit in November 2015 to ensure the Centre continues to meet the Centre of Expertise standards and criteria.**





Jamie Stevens and Lucy Owen (pictured above) who supported the recent competitions that ISA were involved in.

