BRITISH ACCREDITATION COUNCIL INSPECTION REPORT

Short Course Provider Re-accreditation Inspection

ORGANISATION: CROWN AGENTS TRAINING AND PROFESSIONAL DEVELOPMENT

ADDRESS: St Nicholas House
St Nicholas Road
Sutton
Surrey
SM1 1EL

HEAD OF ORGANISATION: Ms Vicki Turner

DATE OF INSPECTION: 16-17 May 2013

ACCREDITATION STATUS: Accredited

DECISION ON ACCREDITATION:

☑ Reaccreditation to be awarded for the full four-year period.

☐ Decision on accreditation deferred.

☐ Accreditation to be withdrawn.

Date: 20 Jun 2013
PART A - INTRODUCTION

1. Background to the Organisation

Crown Agents Training and Professional Development (CATPD) is an operating division of The Crown Agents for Oversea Governments and Administrations Ltd (Crown Agents), which was established in 1833 and is a company limited by guarantee (Registration No 3259922). It began providing training courses in 1965 mainly for Anglophone Africa and the Caribbean, which are still major markets, although it is planned to expand in Francophone Africa and other developing areas.

2. Brief description of the current provision

CATPD’s current business is the provision of continuing professional development (CPD) short courses to senior corporate participants mostly from government (70%) and multinational corporations. Courses are offered in public financial management, leadership, management and human resources (HR), banking and finance, and procurement and supply chain. Training courses are normally of either five or ten days duration and most are held at the Crown Agents’ head office in Sutton but, increasingly, courses are being offered in overseas venues including Dubai, Ghana, Malaysia and USA.

Most of the awards are internal, with three of the procurement and supply chain courses accredited as customised awards by the Scottish Qualifications Authority (SQA), who provide external verification. Some of the procurement and supply chain courses are approved by the Chartered Institute of Purchasing and Supply (CIPS) and count towards CPD points for CIPS members. CATPD also designs and delivers bespoke courses for governmental and corporate customers.

3. Inspection process

The re-accreditation inspection was carried out over two days by one inspector who met the Head of Training and Professional Development, the Head of Programme Delivery, the Business Development Manager and administrative and training staff. The inspector had sight of documentation covering all aspects of the areas inspected and this report is based on the documentation seen. The inspector also interviewed a group of participants on the two-week Effective Supply Chain Strategies for Executives course that was being run at the time and their verbal feedback has further informed this report. One classroom session was observed by the inspector as part of the overall assessment of teaching and learning. At the end of the inspection, the inspector held a brief meeting with the Head of Training and Professional Development and the Head of Programme Delivery to provide preliminary feedback.

4. Inspection history:

<table>
<thead>
<tr>
<th>Inspection Type</th>
<th>Date</th>
</tr>
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<tbody>
<tr>
<td>Stage 2</td>
<td>18 March 2009</td>
</tr>
<tr>
<td>Stage 3</td>
<td>21 May 2009</td>
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<tr>
<td>Supplementary</td>
<td>18 May 2010</td>
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</tbody>
</table>
PART B - JUDGEMENT AND EVIDENCE

The following judgements and comments are based upon evidence seen by the inspector(s) during the inspection and from documentation provided by the provider.

INSPECTION AREA - MANAGEMENT, STAFFING AND ADMINISTRATION

Minimum standards 1 - 8

1. The provider is effectively managed

   1.1 The management structure is clearly defined, documented and understood, including the role and extent of authority of any owners, trustees or governing body.
   
   This standard is judged to be: ☐ Met ☐ Partially Met ☐ Not Met

   Comments
   The management is well structured and is clearly defined in an organisation chart. Managers' CVs confirmed that the members of the management team are appropriately qualified and experienced for their roles. All staff share a large, open plan office which allows good communications which are formalised by e-mails. Monthly meetings are held to review the annual operating plan and other business plans.

2. The administration of the provider is effective

   2.1 Administrators are suitably qualified or experienced and understand their specific responsibilities and duties.

   2.2 The size of the administrative team is sufficient to ensure the effective day-to-day running of the provider.

   2.3 The administrative support available to the management is clearly defined, documented and understood.

   2.4 Policies, procedures and systems are well documented and effectively disseminated across the provider.

   2.5 Data collection and collation systems are effective.

   2.6 Administrative offices are adequate in size and resources for the effective administration of the provider.

   This standard is judged to be: ☐ Met ☐ Partially Met ☐ Not Met

Comments
Administrative roles are clearly defined in job descriptions. Administrative staff CVs which confirmed that the members of the administrative team are appropriately qualified and experienced for their roles.
3. **The provider employs appropriate staff**

3.1 There are appropriate policies and effective procedures for the recruitment and continuing employment of suitably qualified and experienced staff.

3.2 Experience and qualifications claimed are verified before employment.

3.3 There is an effective system for regularly reviewing the performance of staff.

**This standard is judged to be:**  
- Met
- Partially Met
- Not Met

**Comments**

Policies and procedures are prepared by the Human Resources department of Crown Agents, which is also responsible for staff recruitment, contracts of employment and similar aspects of employment. Policies and procedures are available to all employees via the Crown Agents' intranet. The inspector had sight of annual performance assessment reviews and individual employment contracts.

4. **Publicity material gives a comprehensive, up-to-date and accurate description of the provider and its programmes**

4.1 Text and images provide an accurate depiction of the provider's location, premises, facilities and the range and nature of resources and services offered.

4.2 Information on the courses available is comprehensive, accurate and up to date.

**This standard is judged to be:**  
- Met
- Partially Met
- Not Met

**Comments**

Details of all courses are available on the website and supported by brochures and individual descriptions for each course.

5. **The provider takes reasonable care to recruit and enrol suitable participants for its courses**

5.1 Entry requirements for each course, including those relating to language ability, are set at an appropriate level and clearly stated in the course descriptions seen by prospective participant's.

5.2 A formal application process ensures that participants meet the entry requirements and any claimed qualifications are verified.

5.3 The provider replies to all application enquiries promptly and appropriately and briefs all stakeholders properly on the nature and requirements of its programmes.

5.4 Any overseas recruitment agents are properly selected, briefed, monitored and evaluated.

**This standard is judged to be:**  
- Met
- Partially Met
- Not Met

**Comments**

Currently participants are recruited from Anglophone countries but, with increasing international recruitment, an English language requirement is now in place. There are no plans to introduce testing of English language prior to course enrolment.
6. **There is an appropriate policy on participant attendance and effective procedures and systems to enforce it**

6.1 There is a clear and published policy on participant attendance and punctuality. ☐ Yes ☐ No

6.2 Accurate and secure records of attendance and punctuality at each session are kept for all participants, collated centrally and reviewed. ☐ Yes ☐ No

6.3 Participant absences are followed up promptly and appropriate action taken. ☐ Yes ☐ No

**This standard is judged to be:** ☐ Met ☐ Partially Met ☐ Not Met

Comments

Participants are required to sign an attendance sheet at CATPD reception for morning and afternoon sessions. In the event of a participant being absent, this is immediately investigated by the Course Administrator. Should a participant not arrive for the course this is investigated by the Course Administrator and, if necessary, raised with UKBA.

7. **The provider regularly obtains and records feedback from participants and other stakeholders and takes appropriate action where necessary**

7.1 The provider has effective mechanisms for obtaining feedback from participants and other stakeholders (such as staff, partner providers and employers) on all aspects of the provider’s provision, including formal participant representation where appropriate. ☐ Yes ☐ No

7.2 Feedback is obtained, recorded and analysed on a regular basis. ☐ Yes ☐ No

7.3 The feedback is reviewed by management and action is taken where necessary. ☐ Yes ☐ No

7.4 There is a mechanism for reporting on the provider’s response to the feedback to the participant body. ☐ Yes ☐ No

**This standard is judged to be:** ☐ Met ☐ Partially Met ☐ Not Met

Comments

Participants are required to complete a feedback form at the end of the course and the inspector had sight of completed forms and minutes of course team meetings in which, among other things, staff reviewed these forms.

8. **The provider has effective systems to review its own standards and assess its own performance with a view to continuing improvement**

8.1 There are effective systems for monitoring and periodically reviewing all aspects of the provider’s performance. ☐ Yes ☐ No

8.2 Reports are compiled at least annually which present the results of the provider’s reviews and incorporate action plans. Reports include analysis of year-on-year results on participant satisfaction, retention, achievement, examination results and completion rates. ☐ Yes ☐ No

8.3 Action plans are implemented and regularly reviewed, with outcomes reported to the management. ☐ Yes ☐ No

**This standard is judged to be:** ☐ Met ☐ Partially Met ☐ Not Met

Comments

The annual operating plan is updated on a quarterly basis.
INSPECTION AREA - TEACHING, LEARNING AND ASSESSMENT

Minimum standards 9-16

9. **Programme management is effective**

9.1 There is a suitably qualified and experienced programme manager or management team with responsibility for teaching, learning and assessment and the management of the body of trainers.

9.2 Classes are timetabled and rooms allocated appropriately for the courses offered.

9.3 The allocation of trainers to classes provides for a consistent learning experience and delivery is monitored to ensure consistency.

9.4 There is an appropriate policy and effective procedures for the acquisition of teaching and learning resources.

This standard is judged to be: ☐ Yes ☐ No

Comments

There are four Programme Leaders for scheduled training courses with responsibility for delivery including selection of trainers. The four Programme Leaders cover:
- public financial management
- leadership, management and human resources (HR)
- banking and finance
- procurement and supply chain

10. **The courses are planned and delivered in ways that enable participants to succeed**

10.1 Courses are designed and delivered in ways that allow participants to develop the knowledge and skills which will be required for final examinations or assessments or which meet stakeholders' requirements.

10.2 Lessons and assessments maintain an appropriate focus on any assessment objectives or statement of learning outcomes established by the awarding body.

10.3 Formative assessments appropriately reflect the nature and standards of summative examinations.

10.4 Participants are encouraged and enabled to develop independent learning skills.

10.5 The academic backgrounds and particular needs of participants are taken into account in the classroom delivery of the course.

This standard is judged to be: ☐ Yes ☐ No

Comments

Formative assessment is by classroom observation by trainers. Participants are required to prepare a personal development plan at the start of the course and summative assessment is measured against this plan and by post course assignment.
11. Trainers are suitable for the courses to which they are allocated and effective in delivering them

11.1 Trainers are appropriately qualified and experienced.

11.2 Trainers have a level of subject knowledge, pedagogic and communicative skill which allows them to deliver the content of courses effectively.

11.3 The appraisal procedures for trainers incorporate regular classroom observation.

11.4 Trainers are supported in their continuing professional development and enabled to develop further pedagogic techniques to enhance the learning of participants.

11.5 Trainers respond to different learning needs of participants where appropriate, taking various learning styles into account in their planning and delivery of lessons.

11.6 Trainers employ effective strategies to involve all participants in active participation and to check their understanding of concepts and course content.

This standard is judged to be: ☐ Met ☐ Partially Met ☐ Not Met

Comments

Where practicable, trainers are Crown Agents' employees, who are normally engaged in the discipline in which they are providing training (for example health supply chain management). External trainers are selected from a pool of approved trainers which is managed by Crown Agents' international resourcing department. Trainer CPD is encouraged and recorded and is mandatory for CIPS approved course trainers. The inspector observed one classroom session which was assessed as very good and this was supported by participant opinion.

12. The provider provides participants and trainers with access to appropriate resources and materials for study

This standard is judged to be: ☐ Met ☐ Partially Met ☐ Not Met

Comments

Course information is provided in a pack at the beginning of the course and includes hard copies of handouts and a memory stick with all relevant course materials. Participants expressed satisfaction with the quality of course materials.
13. Participants receive appropriate assessment and feedback on their performance and progress, which are effectively monitored

13.1 Courses are planned to include a schedule of assessments, the procedures and criteria for which are available in writing and in advance to participants and trainers.  
〇 Yes 〇 No 〇 NA

13.2 Assessment outcomes are monitored to enable the identification of participants who are not making satisfactory progress and prompt intervention where appropriate.  
〇 Yes 〇 No

13.3 Participants are made aware of how their progress relates to their targeted level of achievement.  
〇 Yes 〇 No 〇 NA

13.4 Additional support or advice on alternative courses is provided to participants who are judged not to be making sufficient progress to succeed.  
〇 Yes 〇 No

13.5 Oral and written feedback is given to individual participants on a regular basis, tailored to meet their specific needs and constructive in its nature and delivery.  
〇 Yes 〇 No

13.6 Participants have appropriate access to trainers outside class time.  
〇 Yes 〇 No

**This standard is judged to be:** 〇 Met 〇 Partially Met 〇 Not Met

**Comments**

In the context of one or two week training courses, assessment is mainly by participant observation by the trainers who are able to adapt delivery to ensure that all participants are involved and progress within the aims of the course.

14. The provider offers courses leading to accredited awards granted by recognised awarding bodies wherever appropriate

**This standard is judged to be:** 〇 Met 〇 Partially Met 〇 Not Met 〇 NA

**Comments**

All open courses lead to the award of internal Crown Agents certificates. Some courses are accredited by the SQA and approved by CIPS and count towards CPD points for its members.

15. There is a clear rationale for courses leading to unaccredited or internal awards

15.1 There is a clear statement of the level claimed relative to the NQF/QCF and evidence that participants who receive the award meet the stated requirements for that level.  
〇 Yes 〇 No 〇 NA

15.2 There is evidence of the extent to which the awards are accepted for the purposes of employment or further study.  
〇 Yes 〇 No 〇 NA

15.3 External moderators are involved in the assessment process where appropriate.  
〇 Yes 〇 No 〇 NA

**This standard is judged to be:** 〇 Met 〇 Partially Met 〇 Not Met 〇 NA

**Comments**

Internal awards are clearly tailored to meet the requirements of customers’ needs and are recognised for purposes of promotion. The inspector had sight of the last SQF verification report dated May 2012 which was successful.
16. There are satisfactory procedures for the administration of examinations and other means of assessment

16.1 The provider complies with the requirements of the relevant awarding bodies in terms of examination security and administration where appropriate.

16.2 For internal awards, there are effective systems in place for examination security and administration, and clear procedures for participants to appeal against their marks.

**This standard is judged to be:**  
- [ ] Met  
- [x] Partially Met  
- [ ] Not Met  
- [ ] NA

**Comments**

No formal examinations are currently held.

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**INSPECTION AREA - PARTICIPANT WELFARE**

Minimum standards 17-22

17. Participants receive pastoral support appropriate to their age, background and circumstances

17.1 There is at least one named staff member responsible for participant welfare who is suitably trained, accessible to all participants and available to provide advice.

17.2 Participants receive appropriate advice before the start of the programme.

17.3 Participants receive an appropriate induction and relevant information at the start of the programme.

17.4 Participants are issued with a contact number for out-of-hours and emergency support.

17.5 The provider has policies in place to avoid discrimination and a published procedure for dealing with any abusive behaviour.

**This standard is judged to be:**  
- [ ] Met  
- [ ] Partially Met  
- [ ] Not Met  
- [ ] NA

**Comments**

Participants are all mature and courses are short so welfare is not normally an issue. However, the Course Administrators provide assistance with travel and accommodation arrangements as required. Participant feedback was very positive.

In view of the multicultural nature of courses it is recommended that the Provider include in the induction pack a Code of Behaviour to which participants are required to agree.
18. **International participants are provided with specific advice and assistance**

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<tr>
<td>18.1 International participants receive appropriate advice before their arrival on travelling to and living in the UK.</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>18.2 International participants receive an appropriate induction upon arrival covering issues specific to the local area.</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>18.3 Information and advice specific to international participants continues to be available throughout the course of study.</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>18.4 Provision of support takes into account cultural and religious considerations. Where possible, participants have access to speakers of their own first language.</td>
<td>Yes</td>
<td>No</td>
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</tbody>
</table>

**This standard is judged to be:** □ Met □ Partially Met □ Not Met □ NA

**Comments**

Participants are generally senior managers in governmental and public sector organisations and most have visited the UK previously. Advice on travel, accommodation and so on are provided in the induction pack and further information is available from the Course Administrators. Participants are provided with a visa application support letter on registration.

19. **The fair treatment of participants is ensured**

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<tr>
<td>19.1 Participants apply for and are enrolled on courses under fair and transparent contractual terms and conditions.</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>19.2 Participants have access to a fair complaints procedure of which they are informed in writing at the start of the course.</td>
<td>Yes</td>
<td>No</td>
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</table>

**This standard is judged to be:** □ Met □ Partially Met □ Not Met

**Comments**

Terms and conditions are clearly stated in the application form and associated documentation.

20. **Where residential accommodation is offered, it is fit for purpose, well maintained and appropriately supervised**

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<tbody>
<tr>
<td>20.1 Any residential accommodation is clean, safe and of a standard which is adequate to the needs of participants.</td>
<td>Yes</td>
<td>No</td>
<td></td>
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<tr>
<td>20.2 Any residential accommodation is open to inspection by the appropriate authorities, including Ofsted where participants under 18 are accommodated.</td>
<td>Yes</td>
<td>No</td>
<td>NA</td>
</tr>
<tr>
<td>20.3 Clear rules and fire, health and safety procedures are in place, with appropriate precautions taken for security of participants and their property.</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>20.4 A level of supervision is provided appropriate to the needs of participants.</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>20.5 Separate accommodation blocks are provided for participants under 18.</td>
<td>Yes</td>
<td>No</td>
<td>NA</td>
</tr>
</tbody>
</table>

**This standard is judged to be:** □ Met □ Partially Met □ Not Met □ NA

**Comments**

The provider does not provide residential accommodation.
21. **Where home-stay accommodation is organised, the welfare of participants is ensured and the provider’s relationship with hosts is properly managed**

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td>21.1</td>
<td>Due care is taken in selecting home-stay accommodation which both provides a safe and comfortable living environment for participants and is appropriately located for travel to the provider and back.</td>
<td>[ ]</td>
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<tr>
<td>21.2</td>
<td>Any home-stay accommodation is inspected before participants are placed and is subject to regular re-inspection by a responsible representative or agent of the provider.</td>
<td>[ ]</td>
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<tr>
<td>21.3</td>
<td>The provider has appropriate contracts in place with any hosts, clearly setting out the rules, terms and conditions of the provision.</td>
<td>[ ]</td>
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<tr>
<td>21.4</td>
<td>Appropriate advice and support is given to both hosts and participants before and during the placement.</td>
<td>[ ]</td>
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<tr>
<td>21.5</td>
<td>Clear monitoring procedures are in place with opportunities for participant feedback and prompt action taken in the event of problems.</td>
<td>[ ]</td>
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</tbody>
</table>

**This standard is judged to be:**  [ ] Met  [ ] Partially Met  [ ] Not Met  [ ] NA

**Comments**

The provider does not arrange home-stay accommodation.

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22. **The provider provides an appropriate social programme for participants and information on leisure activities in the area**

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<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td>22.1</td>
<td>Participants are provided with appropriate information on opportunities for participation at events and other leisure activities which may be of interest.</td>
<td>[ ]</td>
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<tr>
<td>22.2</td>
<td>The social programme is responsive to the needs and wishes of participants.</td>
<td>[ ]</td>
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<tr>
<td>22.3</td>
<td>Any activities within the social programme have been chosen with consideration for their affordability by the majority of participants.</td>
<td>[ ]</td>
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<tr>
<td>22.4</td>
<td>Any activities organised by the provider are supervised by a responsible representative with suitable qualifications and experience.</td>
<td>[ ]</td>
</tr>
</tbody>
</table>

**This standard is judged to be:**  [ ] Met  [ ] Partially Met  [ ] Not Met  [ ] NA

**Comments**

Where courses are longer than one week, a weekend cultural visit is included, typically London sightseeing. Where appropriate these are relevant to the course; for example, a visit to the Bank of England is usually included on finance courses.
### INSPECTION AREA - PREMISES AND FACILITIES

**Minimum standards 23 - 26**

23. **The provider has secure possession of and access to its premises**

| 23.1 | The provider has secure tenure on its premises. | ☐ Yes ☐ No ☐ NA |

| 23.2 | Where required, the provider has access to suitable external premises for training purposes of a temporary or occasional nature. | ☐ Yes ☐ No ☐ NA |

**This standard is judged to be:** ☐ Met ☐ Partially Met ☐ Not Met

**Comments**

Crown Agents owns a 99 year lease on the building dating from October 1965. Where necessary, courses may be delivered in local hotels near the premises.

24. **The premises provide a safe, secure and clean environment for participants and staff**

| 24.1 | Access to the premises is appropriately restricted and secured. | ☐ Yes ☐ No |

| 24.2 | The premises are maintained in an adequate state of repair, decoration and cleanliness. | ☐ Yes ☐ No |

| 24.3 | There are specific safety rules in areas of particular hazard (e.g. science laboratories), made readily available to participants, staff and visitors. | ☐ Yes ☐ No ☐ NA |

| 24.4 | General guidance on health and safety is made available to participants, staff and visitors. | ☐ Yes ☐ No |

| 24.5 | There is adequate signage inside and outside of the premises and notice boards for the display of general information. | ☐ Yes ☐ No |

| 24.6 | There is adequate circulation space for the number of participants and staff accommodated, and a suitable area in which to receive visitors. | ☐ Yes ☐ No |

| 24.7 | There are toilet facilities of an appropriate number and level of cleanliness. | ☐ Yes ☐ No |

| 24.8 | There is adequate heating and ventilation in all rooms. | ☐ Yes ☐ No |

**This standard is judged to be:** ☐ Met ☐ Partially Met ☐ Not Met

**Comments**

The premises are managed by Crown Agents to a high standard, with health and safety being overseen by a health and safety committee. The Facilities Manager, who has responsibility for the Sutton office and Crown Agents' in-country offices, organises two annual fire drills and routine inspections of fire alarms, fire extinguishers, PAT testing and so on. Each floor has trained fire wardens and there are eight trained first aiders in the building.

Access to the building is via the Crown Agents' main reception desk where all visitors and participants are required to sign in and are issued with a pass.
25. **Training rooms and other learning areas are appropriate for the courses offered**

25.1 Training rooms and other learning areas provide adequate accommodation in size and number for the classes allocated to them.  

25.2 Training rooms and any specialised learning areas (e.g. laboratories, workshops, studios) are equipped to a level which allows for the effective delivery of each course.  

25.3 There are facilities suitable for conducting the assessments required on each course.  

*This standard is judged to be:*  

<table>
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<tr>
<th>Met</th>
<th>Partially Met</th>
<th>Not Met</th>
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**Comments**

Training rooms are adequately sized and all are equipped with tables, chairs, whiteboards, flip charts and data projectors. Furnishings and decoration are to a high standard and all rooms are air conditioned. There is an IT suite equipped with 22 PCs.

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26. **There are appropriate additional facilities for participants and staff**

26.1 Participants have access to sufficient space and suitable facilities for private study, including library and IT resources.  

26.2 Trainers have access to sufficient personal space for preparing lessons, marking work and relaxation.  

26.3 Participants and staff have access to space and facilities suitable for relaxation and the consumption of food and drink where appropriate.  

26.4 Participants and staff have access to storage for personal possessions where appropriate.  

26.5 There are individual offices or rooms in which trainers and senior management can hold private meetings and a room of sufficient size to hold staff meetings.  

*This standard is judged to be:*  

<table>
<thead>
<tr>
<th>Met</th>
<th>Partially Met</th>
<th>Not Met</th>
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**Comments**

Refreshments are provided in the training rooms and lunch is provided for participants in a dedicated dining area. There is an excellent choice of food appropriate to participants’ requirements. There is also a break-out area for participants with a vending machine and seven open access PCs. In addition, the IT suite is available for use by participants when it is not required for training.

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**COMPLIANCE WITH STATUTORY REQUIREMENTS**

Declaration of compliance has been signed and dated.  

<table>
<thead>
<tr>
<th>Met</th>
<th>Partially Met</th>
<th>Not Met</th>
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PART C - SUMMARY OF STRENGTHS AND ACTION POINTS

Numbering of action points aligns with that of the minimum standards

MANAGEMENT, STAFFING AND ADMINISTRATION

Provider's strengths

Crown Agents, with 33 in-country offices, is an established, strong brand with a long track record of training provision. CAT's management team is well structured and effective. Relations with customers is excellent and many participants return for further training. The participants interviewed by the inspector were very complimentary about the standard of training, value for money and all would recommend CATPD to colleagues. The organisation is sensitive to market demands and there are plans to introduce more external awards including a modular MBA which will be externally moderated by a UK university.

<table>
<thead>
<tr>
<th>Actions required</th>
<th>Priority H/M/L</th>
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<tbody>
<tr>
<td>None</td>
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TEACHING, LEARNING AND ASSESSMENT

Provider's strengths

Trainers are well experienced and the standard of training is high as evidenced by participant opinion both in interview and in written feedback.

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<tr>
<th>Actions required</th>
<th>Priority H/M/L</th>
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<td>None</td>
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PARTICIPANT WELFARE

Provider's strengths

Participants praised the welfare provision, in particular the catering which provides a wide range of dishes "just like home" as one participant said.

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<tr>
<th>Actions required</th>
<th>Priority H/M/L</th>
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<tbody>
<tr>
<td>None</td>
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PREMISES AND FACILITIES

Provider's strengths

The facilities are of a high standard with comfortable furnishing. Health and safety aspects are taken very seriously by dedicated Crown Agents staff.

<table>
<thead>
<tr>
<th>Actions required</th>
<th>Priority H/M/L</th>
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<tbody>
<tr>
<td>None</td>
<td>☐ High ☐ Medium ☐ Low</td>
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RECOMMENDED AREAS FOR QUALITY IMPROVEMENT

It is recommended that the Provider include in the induction pack a behavioural policy to which participants are required to agree.

COMPLIANCE WITH STATUTORY REQUIREMENTS

Compliance with statutory requirements is satisfactory and the Provider has signed the BAC Declaration of Compliance.