

BRITISH ACCREDITATION COUNCIL INSPECTION REPORT

Short Course Provider (SCP) Reaccreditation Inspection

ORGANISATION: INTRAC (International NGO Training and Research Centre)

ADDRESS: Oxbridge Court
Osney Mead
Oxford
OX2 0ES

HEAD OF ORGANISATION: Mr Michael Hammer, Executive Director; Ms Paula Haddock, Training Manager

DATE OF INSPECTION: 24 and 26 November 2014

ACCREDITATION STATUS AT INSPECTION: Accredited

DECISION ON ACCREDITATION:

- Reaccreditation awarded for the full four-year period.
- Decision on accreditation deferred.
- Accreditation to be withdrawn.

Date: 29 Jan 2015

1. Background to the organisation

The International Non-Governmental Organisations (NGO) Training and Research Centre (INTRAC) was established in 1991 and is a limited company and registered charity with the aim of alleviating poverty and strengthening civil society. It addresses this aim by providing training, consultancy and research services to organisations involved in international development and relief. Typical of such organisations are the Red Cross, Oxfam and Amnesty International and nationally based NGOs. The main goal includes the desire to improve NGO performance by exploring policy issues and by strengthening management and organisational effectiveness. The head office of INTRAC is located at Oxbridge Court, Osney Mead, Oxford, where all administration takes place.

INTRAC undertakes a wide range of consultancy and research assignments using members of staff and contracted experts. Conferences and partnership workshops are organised in Africa, Asia, Europe, the Middle East and Latin America. It also publishes an extensive range of resources.

Training includes tailor-made in-house programmes delivered to NGO staff, and open training courses in Oxford mainly for NGO staff but also attended by government officials/civil servants, and consultants. A recent development is the introduction of blended learning courses comprising distance learning and webinars, enabling participants in a number of countries to receive training without the costs of travel to the UK.

BAC accreditation relates to the open training courses only. The INTRAC open training courses are delivered at the Hawkwell House Hotel in Iffley, Oxford, where residential accommodation is also provided. All courses are of short duration (from three to five days) and aimed at improving professional competence. None of these courses is certificated, but certificates of attendance are given to all clients. None is associated with national awarding bodies or assessed by way of examinations or in-house course assessments. There are no formal arrangements with any higher education institutions. All participants are adults.

The founder of INTRAC and former Executive Director has retired since the most recent inspection and a new Executive Director has been in post for about a year.

2. Brief description of the current provision

About 25 open training courses in Oxford are advertised annually, of which around 20 secure sufficient enrolment to operate. Courses are run at both introductory and advanced levels, and topics include (amongst others) Monitoring and Evaluation; Advocacy Planning Monitoring and Evaluation; Organisational Development; Advanced Partner Capacity Building; and Theory of Change for Planning and Impact Assessment. Courses reflect INTRAC's expertise and its own Theory of Change model. Most courses have around 10 participants and the maximum is 16. Minimum enrolments are set for some courses which depend upon extensive interaction between participants. Trainers include INTRAC staff and external consultants and experts contracted for individual courses.

The number of participants attending open training courses peaked at around 260 in 2010 and is expected to be approximately 190 in 2014. Participants come from over 50 countries, mainly from Africa and Europe, with small numbers from Central Asia and other parts of the world.

A recent development is the introduction of a coaching component for all open training courses. Each participant receives a coaching session with a trainer, conducted by Skype or phone and arranged some weeks after the conclusion of the Oxford element of the course.

3. Inspection process

The inspection was conducted by one inspector over the course of one and a half days. A day was spent at INTRAC's headquarters, observing the weekly coordination meeting attended by all staff, interviewing the Executive Director, the administrative members of the training team (Training Manager, Training Coordinator and Training Officer) and the Finance and Administration Director, holding a brief conversation with the Head of Research (also a guest trainer on open training courses), inspecting the premises and reviewing documents. The second part of the inspection involved half a day spent at Hawkwell House Hotel, the location of all open training courses. The inspector attended the course in operation, met with the lead trainer (facilitator), guest trainer (who is also a facilitator for other courses), the Training Manager and participants. He also met with the Conference and Events Coordinator of the hotel, reviewed premises and

facilities and had conversations with other hotel staff.

4. Inspection history:

Inspection type	Date
Full Accreditation	19-20 October 2010
Supplementary	24 June 2011
Interim	30 January 2012

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

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. | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| 1.2 | The head of the provider and other senior managers are suitably qualified and experienced, understand their specific responsibilities and are effective in carrying them out. | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| 1.3 | There are clear channels of communication between the management and staff and those working at the delivery venue/s. | <input checked="" type="radio"/> Yes <input type="radio"/> No |

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

Comments

The Trustees are concerned primarily with setting strategic direction, but receive reports on operational matters. Strategic direction has, appropriately, been a major concern of the new Executive Director, discussed internally and with the Board. There is a well-qualified and experienced senior management team comprising the Executive Director, Finance and Administration Director, Consultancies and Training Director, Training Manager, and Head of Research. This group meets regularly, and also attends board meetings. Weekly communication meetings are held at the office, attended by all staff present.

There is a clear organisational chart and all posts have comprehensive job descriptions.

Courses are led by a facilitator, who may be a member of INTRAC's regular staff or an experienced trainer who has worked with INTRAC for a number of years. Communications between trainers and members of the training team were reported to be effective, and members of the training team pay visits to the training venue during courses.

The ethical approach of INTRAC is evident in its activities and operations.

2. The administration of the provider is effective

- | | | |
|-----|---|---|
| 2.1 | Administrators are suitably qualified or experienced and understand their specific responsibilities and duties. | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| 2.2 | The size of the administrative team is sufficient to ensure the effective day-to-day running of the provider. | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| 2.3 | The administrative support available to the management is clearly defined, documented and understood. | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| 2.4 | Policies, procedures and systems are well documented and effectively disseminated across the provider. | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| 2.5 | Data collection and collation systems are effective. | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| 2.6 | Administrative offices are adequate in size and resources for the effective administration of the provider. | <input checked="" type="radio"/> Yes <input type="radio"/> No |

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

Comments

The three members of the training team (Training Manager, part-time Training Coordinator and Training Officer) who have responsibility for almost all aspects of the organisation of open training courses, are very able, have directly relevant experience and qualifications and form a small, effective and cohesive group. They have clearly assigned roles and have adjacent work stations in an open plan office, affording ample opportunities for regular and frequent informal communication. The Training Coordinator and Training Officer (who she task manages) meet every two weeks, and the three members of the training team meet as a group every four weeks or so.

There are well developed procedures documented in the Staff Handbook and the INTRAC Open Training Manual.

3. **The provider employs appropriate managerial and administrative staff**

- 3.1 There are appropriate policies and effective procedures for the recruitment and continuing employment of suitably qualified and experienced staff. Yes No
- 3.2 Experience and qualifications claimed are verified before employment. Yes No
- 3.3 There is an effective system for regularly reviewing the performance of staff. Yes No

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

Comments

Recruitment procedures include exercises replicating real work situations.

Staff appraisal documentation and processes are comprehensive and thorough. The appraisal process provides opportunity for self-review, setting of targets and frank discussion with the line manager.

4. **Publicity material, both printed and electronic, 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. Yes No
- 4.2 Information on the courses available is comprehensive, accurate and up to date. Yes No

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

Comments

Information about courses is provided on or by electronic media only, and is accurate and appropriate in depth and extent.

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 participants. | <input checked="" type="radio"/> Yes | <input type="radio"/> No | <input type="radio"/> NA |
| 5.2 | A formal application process ensures that participants meet the entry requirements and any claimed qualifications are verified. | <input checked="" type="radio"/> Yes | <input type="radio"/> No | <input type="radio"/> NA |
| 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. | <input checked="" type="radio"/> Yes | <input type="radio"/> No | <input type="radio"/> NA |
| 5.4 | Any overseas recruitment agents are properly selected, briefed, monitored and evaluated. | <input type="radio"/> Yes | <input type="radio"/> No | <input checked="" type="radio"/> NA |

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

Comments

The enrolment process is thorough and directed to ensuring that participants are only enrolled for appropriate courses. Standard replies to over 30 common inquiries form part of the Open Training Manual. Applicants complete a short needs analysis on the application form, and this is reviewed by the Training Officer who may make further inquiries of prospective participants. Where appropriate, queries on and from applicants are referred to the Training Coordinator, Training Manager or the relevant trainer. Care is taken to ensure that participants for advanced courses have appropriate background and experience. Participants who have identified very specific individual needs are contacted to outline the nature of the course and to ascertain whether it is suitable for them. Participants described the process to ensure that courses and identified needs were matched as effective.

Information on special requirements is elicited from participants on the application form. It is recommended that applicants are required to give nil returns on specific requirements, with more detailed prompts.

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. | <input checked="" type="radio"/> Yes | <input type="radio"/> No | |
| 6.2 | Accurate and secure records of attendance and punctuality at each session are kept for all participants, collated centrally and reviewed. | <input type="radio"/> Yes | <input type="radio"/> No | <input checked="" type="radio"/> NA |
| 6.3 | Participant absences are followed up promptly and appropriate action taken. | <input checked="" type="radio"/> Yes | <input type="radio"/> No | |

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

Comments

The courses are for highly motivated adult professionals. The procedures in place reflect this, and represent an appropriate combination of care and concern for participants' welfare with respect for independence and professional judgment. The facilitator follows up any absences from sessions, liaising with the INTRAC office.

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

Arrangements for receiving and responding to feedback represent very good practice.

Review sessions are held on each day of the course. These provide the opportunity for revision and review of course materials as well as for participants to raise issues and for these to be addressed during the course. The mechanism used is determined by the course facilitator, and includes use of small "home groups".

Participants complete a written feedback form at the end of each course. Headline numerical scores are collated and give a brief overview of participant feedback. (These show a high level of overall satisfaction). Other scores and written comments on the forms are reviewed by the Training Officer and Training Coordinator. Issues concerning the training venue are addressed promptly, and other issues are followed up or referred to the Training Manager, as appropriate. Feedback forms are also reviewed by the facilitator, and forms for a course on a particular topic are provided to the next facilitator for that course.

Participants are also invited to take part in an online survey about three months after the end of their course, focusing on the effectiveness of the course in affecting professional practice in their own context. The participation rate of approximately 30% is typical of such surveys, if a little disappointing, although the surveys completed provide helpful and positive feedback.

Trainers are encouraged to complete feedback reports on each course.

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 which present the results of the provider's reviews and incorporate action plans. Yes No
- 8.3 Action plans are implemented and regularly reviewed. Yes No

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

Comments

Training courses are subject to INTRAC's general quality assurance policy, and there is a specific quality assurance system for open training courses.

Materials developed by trainers for use in courses are reviewed in advance for content and format by members of the training team.

There are established procedures for reviewing the range of courses offered, and the content and format of courses regularly offered. Inputs include participant and trainer feedback, INTRAC's strategic plans, and input from the training team and, at a more strategic level, from the Consultancies and Training Director. Although the procedures are established by practice it is recommended that documentation of processes would be beneficial, particularly with the possible impact of staff turnover in the small training team.

The training team is in the process of formulating a comprehensive monitoring and evaluation framework for the training courses, drawing on INTRAC's own expertise in monitoring and evaluation.

At an overall organisation level INTRAC is engaged in detailed strategic planning for the next five years.

INSPECTION AREA - TEACHING, LEARNING AND ASSESSMENT

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. Yes No
- 9.2 Classes are timetabled and rooms allocated appropriately for the courses offered. Yes No
- 9.3 The allocation of trainers to classes provides for a consistent learning experience and delivery is monitored to ensure consistency. Yes No
- 9.4 There is an appropriate policy and effective procedures for the acquisition of teaching and learning resources. Yes No

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

Comments

Overall management of the courses and of trainers is the responsibility of the Training Manager.

Each course is delivered by a principal trainer, or facilitator, with one or more sessions led by guest trainers. This model provides for consistency and continuity during the course, but a view was expressed by some participants that greater variety in presenters would have been welcomed. Participants were keen to say that this did not reflect on the qualities of the trainer on their course, but rather the intensity and duration of the course. It is recommended that the possibility of using two or more key trainers on the five day courses, is considered.

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. Yes No NA
- 10.2 Lessons and assessments maintain an appropriate focus on any assessment objectives or statement of learning outcomes established by the awarding body. Yes No NA
- 10.3 Formative assessments appropriately reflect the nature and standards of summative examinations. Yes No NA
- 10.4 Participants are encouraged and enabled to develop independent learning skills. Yes No NA
- 10.5 The academic backgrounds and particular needs of participants are taken into account in the classroom delivery of the course. Yes No

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

Comments

Courses are fine-tuned according to the needs of participants identified by them in advance during the enrolment process. Assignments may be set in advance of courses, forming the basis of some of the sessions.

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. Yes No
- 11.2 Trainers have a level of subject knowledge, pedagogic and communicative skill which allows them to deliver the content of courses effectively. Yes No
- 11.3 The appraisal procedures for trainers incorporate regular classroom observation. Yes No
- 11.4 Trainers are supported in their continuing professional development and enabled to develop further pedagogic techniques to enhance the learning of participants. Yes No
- 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. Yes No
- 11.6 Trainers employ effective strategies to involve all participants in active participation and to check their understanding of concepts and course content. Yes No

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

Comments

A strength of the courses is the experience and expertise of the trainers, who are actively and variously engaged in consultancy, research or practice. Some are INTRAC staff members, and some hold or have held senior positions in NGOs. All trainers are carefully vetted and take part in courses on a guest basis for a number of courses to become familiar with INTRAC's methods and approach, before being invited to become facilitators.

A wide range of activities is used during the sessions, with an emphasis on interactive methods which draw on the background, experience and perspectives of participants. Participants were keen to participate and appreciated the variety of training methods used.

Written guidance is provided to trainers.

Occasional meetings of trainers have been held, and it is considered that it would be beneficial if these can be arranged on a regular, if not frequent, basis.

Trainers are observed by the Training Manager or, less frequently, by the Training Coordinator. The frequency of observation relates to the number of courses undertaken by the trainer each year. A comprehensive form is used for recording observations, although it was considered that this might be somewhat constraining and it is recommended that its format is kept under review. Feedback is provided shortly after the observation.

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

A considerable number of online resources is available to participants before and during courses. A course folder is provided at the start of each course, containing additional materials relevant to the course content. Participants can order INTRAC publications during the course, for delivery on the last day.

INTRAC has a library in its offices available to staff members and other trainers.

13. **Participants receive appropriate assessment and feedback on their performance and progress, which are effectively monitored**

- | | | | |
|------|---|--------------------------------------|--|
| 13.1 | Feedback is given to individual participants tailored to meet their specific needs and constructive in its nature and delivery. | <input checked="" type="radio"/> Yes | <input type="radio"/> No |
| 13.2 | 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. | <input type="radio"/> Yes | <input type="radio"/> No <input checked="" type="radio"/> NA |
| 13.3 | Assessment outcomes are monitored to enable the identification of participants who are not making satisfactory progress and prompt intervention where appropriate. | <input type="radio"/> Yes | <input type="radio"/> No <input checked="" type="radio"/> NA |
| 13.4 | Participants are made aware of how their progress relates to their targeted level of achievement. | <input type="radio"/> Yes | <input type="radio"/> No <input checked="" type="radio"/> NA |
| 13.5 | Additional support or advice on alternative courses is provided to participants who are judged not to be making sufficient progress to succeed. | <input type="radio"/> Yes | <input type="radio"/> No <input checked="" type="radio"/> NA |
| 13.6 | Participants have appropriate access to trainers outside class time. | <input checked="" type="radio"/> Yes | <input type="radio"/> No <input type="radio"/> NA |

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

Comments

Participants are not assessed; courses provide opportunities for professionals to develop their own practice and skills.

Review sessions are held at the start and end of each day. These provide opportunities for participants to revise and reflect on the inputs and their learning. In the course observed, a group of participants was responsible for leading the morning review of the previous day's sessions. This provided a change of pace, as well as for the group directing the review and their fellow participants to consolidate key points. This was the pattern for the week, and was effective and good practice.

The coaching sessions provide a potentially very beneficial opportunity for participants to embed outcomes of the course in their own practice and context. Each participant identifies the focus of his or her coaching session.

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

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

Comments

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. | <input type="radio"/> Yes | <input type="radio"/> No | <input type="radio"/> NA |
| 15.2 | There is evidence of the extent to which the awards are accepted for the purposes of employment or further study. | <input type="radio"/> Yes | <input type="radio"/> No | <input type="radio"/> NA |
| 15.3 | External moderators are involved in the assessment process where appropriate. | <input type="radio"/> Yes | <input type="radio"/> No | <input type="radio"/> NA |

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

Comments _____

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. | <input type="radio"/> Yes | <input type="radio"/> No | <input type="radio"/> NA |
| 16.2 | For internal assessment and awards, there are effective systems in place for examination security and administration, and clear procedures for participants to appeal against their marks. | <input type="radio"/> Yes | <input type="radio"/> No | <input type="radio"/> NA |

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

Comments _____

INSPECTION AREA - PARTICIPANT WELFARE

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. | <input checked="" type="radio"/> Yes | <input type="radio"/> No | <input type="radio"/> NA |
| 17.2 | Participants receive appropriate advice before the start of the programme. | <input checked="" type="radio"/> Yes | <input type="radio"/> No | |
| 17.3 | Participants receive an appropriate induction and relevant information at the start of the programme. | <input checked="" type="radio"/> Yes | <input type="radio"/> No | |
| 17.4 | Participants are issued with a contact number for out-of-hours and emergency support. | <input type="radio"/> Yes | <input checked="" type="radio"/> No | <input type="radio"/> NA |
| 17.5 | The provider has policies in place to avoid discrimination and a published procedure for dealing with any abusive behaviour. | <input checked="" type="radio"/> Yes | <input type="radio"/> No | |

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

Comments

The facilitator is the key person interacting with participants during their course. Pastoral needs of adults on a short professional course are limited and provision is satisfactory.

17.4 Participants are not provided with an emergency number, but the hotel reception is available to assist in the event of emergencies. It is not considered essential that the adult participants of INTRAC's courses are given an emergency number for an INTRAC representative. However, INTRAC should do this in the event of occasional genuine emergencies, particularly as a considerable number of participants are from overseas.

Details of contacts in the event of an emergency relating to a participant are not collected, and this is recommended.

18. International participants are provided with specific advice and assistance

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

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

Comments

Participants are referred to websites for activities and sightseeing in Oxford. A compilation of information tailored to the profile of the course participants might be appreciated, and is recommended.

Information provided relating to travel and medical insurance is rudimentary, and it is recommended that more detailed information is provided on medical provision for EU nationals and others, and on medical insurance.

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

- 19.1 Participants apply for and are enrolled on courses under fair and transparent contractual terms and conditions. Yes No
- 19.2 Participants have access to a fair complaints procedure of which they are informed in writing at the start of the course. Yes No
- 19.3 Participants are advised of BAC's own complaints procedures. Yes No

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

Comments

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

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

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

Comments

Residential accommodation of high quality is provided in Hawkwell House Hotel, the location for the courses. Rooms are comfortable and en suite.

21. **Where home-stay accommodation is organised, the welfare of participants is ensured and the provider's relationship with hosts is properly managed**

- 21.1 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. Yes No
- 21.2 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. Yes No
- 21.3 The provider has appropriate contracts in place with any hosts, clearly setting out the rules, terms and conditions of the provision. Yes No
- 21.4 Appropriate advice and support is given to both hosts and participants before and during the placement. Yes No
- 21.5 Clear monitoring procedures are in place with opportunities for participant feedback and prompt action taken in the event of problems. Yes No

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

Comments

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

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

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

Comments

No social programme is arranged by the training team, although facilitators may organise occasional activities on their own initiative. Participants are referred to websites for activities and sightseeing in Oxford. A compilation of information tailored to the profile of the course participants might be appreciated, and is recommended.

Providing encouragement and opportunities for participants to engage in activities together might be appreciated by some participants, and it is recommended that this is considered.

INSPECTION AREA - PREMISES AND FACILITIES

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

INTRAC has a lease (until 31 December 2017) for its headquarters and a general agreement with the Hawkwell House Hotel for provision of training and residential accommodation for courses. Detailed bookings for specific courses are arranged with the hotel and both the provider and hotel find the arrangement works well.

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

INTRAC has well appointed central offices, providing office space for staff, a meeting room, library and a kitchen.

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. Yes No
- 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. Yes No NA
- 25.3 There are facilities suitable for conducting the assessments required on each course. Yes No NA

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

Comments

INTRAC uses training rooms at the Hawkwell House Hotel. Most courses are held in the Cherwell Suite, which is well appointed and equipped, overlooks the very pleasant garden and provides an excellent base. Hotel staff arrange the room layout to suit the facilitator's requirements each day. Other training rooms are used on an occasional basis for larger or smaller courses and are also of good quality.

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. Yes No NA
- 26.2 Trainers have access to sufficient personal space for preparing lessons, marking work and relaxation. Yes No NA
- 26.3 Participants and staff have access to space and facilities suitable for relaxation and the consumption of food and drink where appropriate. Yes No NA
- 26.4 Participants and staff have access to storage for personal possessions where appropriate. Yes No NA
- 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. Yes No

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

Comments

Hawkwell House has a large lounge, adjacent bar and spacious lobbies for relaxation and socialising outside class. Refreshments during morning and afternoon breaks are served in the lobbies adjoining the training rooms. Water is provided in the training room itself and meals in the large, light and airy dining room. Wifi is available throughout the hotel. The general facilities of the hotel are of high quality and well received by participants, as indicated in the meeting with a group of course participants and feedback forms.

At the INTRAC offices, general staff meetings are held in the spacious lobby/library area. A meeting room is available for smaller and private meetings.

COMPLIANCE WITH STATUTORY REQUIREMENTS

Declaration of compliance has been signed and dated. Yes No

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

INTRAC's open training courses are well managed by the small, able and effective training team.
Strong administrative procedures are in place.
Participant enrolment procedures are very thorough.
Publicity material is accurate and comprehensive.
Procedures for obtaining and acting upon participant feedback represent good practice.
The ethical approach of INTRAC is evident in its activities and operations.

Actions required	Priority H/M/L
None	<input type="radio"/> High <input type="radio"/> Medium <input type="radio"/> Low

TEACHING, LEARNING AND ASSESSMENT

Provider's strengths

Trainers engaged have evident expertise and highly relevant experience.
Training is highly interactive and draws extensively on the background and experience of participants.

Actions required	Priority H/M/L
None	<input type="radio"/> High <input type="radio"/> Medium <input type="radio"/> Low

PARTICIPANT WELFARE

Provider's strengths

The quality of residential accommodation and catering at Hawkwell House is very high.

Actions required	Priority H/M/L
17.4 Participants should be given an emergency telephone number for an INTRAC representative.	<input type="radio"/> High <input type="radio"/> Medium <input checked="" type="radio"/> Low

PREMISES AND FACILITIES

Provider's strengths

The Hawkwell House Hotel is a very good venue for the courses, providing an excellent environment for training and recreation.

Actions required	Priority H/M/L
None	<input type="radio"/> High <input type="radio"/> Medium <input type="radio"/> Low

RECOMMENDED AREAS FOR QUALITY IMPROVEMENT

It is recommended that:

- applicants are required to give nil returns on specific requirements on the application form, and that more detailed

prompts are provided;

- course review procedures are documented;
- the possibility of using two or more key trainers, particularly on the five day courses, is considered;
- meetings of trainers are held on a regular, if infrequent basis;
- the format of the trainer observation form is reviewed;
- information on Oxford is compiled tailored to the profile of course participants;
- contacts in the event of an emergency relating to a participant are collected;
- more detailed information is provided on medical provision in the for EU nationals and others, and on medical insurance opportunities for participants to engage in social activities together are encouraged;
- provision of opportunities for participants to engage in activities together is considered.

COMPLIANCE WITH STATUTORY REQUIREMENTS