

BRITISH ACCREDITATION COUNCIL INSPECTION REPORT

INTERIM INSPECTION (Short Course Provider)

PROVIDER: Godolphin Flying Start

ADDRESS: Dalham Hall Stud
Duchess Drive
Newmarket
Suffolk
CB8 9HE

HEAD OF PROVIDER: Ms Clodagh Kavanagh

ACCREDITATION STATUS: Accredited

DATE OF INSPECTION: 7 December 2018

ACCREDITATION COMMITTEE DECISION AND DATE: Continued accreditation 31 January 2019

PART A – INTRODUCTION

1. Background to the provider

Godolphin Flying Start (GFS/the Provider) is the trading name of Godolphin International Leadership Training Programme (GILTP). GILTP is a charitable trust, which is wholly funded by Godolphin Stud Management. The latter is a global horse racing and breeding concern owned by Sheikh Mohammed bin Rashid Al Maktoum, the ruler of Dubai.

The Provider runs a two-year graduate certificate in management and leadership training programme, which is called Godolphin Flying Start and is designed to prepare participants for professional careers in thoroughbred horse training, breeding or management. The trustees of GILTP are experienced in the breeding and racing industry at senior level and have overall oversight of the programme. The trust's aim is to advance standards and knowledge in the training and management of thoroughbred horses.

The Godolphin Flying Start programme is managed from Kildangan Stud, County Kildare, Ireland, where the senior leaders are based and key decisions regarding the content and delivery of the programme are made. The management structure consists of the General Manager and Management Assistant based in Ireland, supported by a coordinator located at Dalham Hall Stud in Newmarket, who has direct day-to-day responsibility for the United Kingdom (UK) phase of the programme. Appropriate communication methods, such as e-mail and video conferencing, are used to maintain communication between the operations in the UK and Ireland, and senior leaders visit the Newmarket centre to monitor the delivery of the programme.

The first phase of the programme takes place in Ireland, where participants complete a Graduate Certificate in Management accredited by University College Dublin. The programme includes phases in Newmarket, Kentucky, United States of America (USA), Hunter Valley, Australia and Dubai to develop participants' knowledge of the international horse racing industry.

The phase of the training run in Newmarket, UK commenced in 2003. It is delivered at a training centre in a large stud farm operated by Godolphin. The phase runs for seven weeks and covers aspects of the equine industry specific to England, as well as providing opportunities for networking in what is considered to be the main centre of British horse racing. It involves presentations from visiting speakers, workshops, placements with industry professionals, practical horse care and visits to racecourses, horse sales and other settings. The Newmarket operation is run as an independent business. Participants are accommodated in a large house in Newmarket, which includes facilities for them to study and socialise.

BAC accreditation is for the Newmarket operation only.

2. Brief description of the current provision

Godolphin Flying Start is a two-year management and leadership training programme, which is designed to prepare participants for professional careers in thoroughbred horse training, thoroughbred horse breeding or stud farm management.

The curriculum covers aspects of horse management, business management and the thoroughbred industry and involves the participants in practical horsemanship, veterinary studies and legal aspects of breeding and racing, marketing, media skills, human resources and finance.

The programme is delivered in English and is designed for participants from countries around the world including the USA, Australia and Ireland. It is delivered face-to-face by managers from Godolphin Stud Management and supplemented by visiting experts and visits to leading industry organisations such as Tattershalls, thoroughbred horse auctioneers and other stud farms such as Cheveley Park. There is a strong emphasis on personal development and interpersonal and leadership skills.

During the programme, the participants complete an e-portfolio in Racehorse Care and Management, which is partly delivered through an intensive two-week course at the British Racing School in Newmarket. In addition, the participants attend one day workshops on media skills and legal issues delivered by specialists. They also visit major thoroughbred horse sales and race meetings.

Applicants for the programme are enrolled on the basis of an assessment of a combination of their academic qualifications and experience in the industry. They must be accomplished riders and have to include a video of themselves riding as part of their application. Those who speak English as an additional language are also required to have a recent International English Language Testing System (IELTS) test score of at least 6.5. There are 12 places available each year. Selection is made on the basis of a rigorous process of evaluation, which is clearly explained on the web-site. The course commences in August and runs for 24 months.

At the time of the inspection there were 12 participants studying at the centre. The majority were female and all were over the age of 18. There were equal numbers from the UK and USA forming the large majority, with the remaining trainees recruited from Ireland, Australia and France.

3. Inspection process

The inspection was undertaken by one inspector over one day. The inspector met with the Management Assistant and the UK Co-ordinator, attended a management meeting and observed delivery of training during a stud operation visit. The inspector met with all participants and available trainers, reviewed the training facilities at the Newmarket premises and scrutinised documents. The Provider co-operated fully with the inspection process.

4. Inspection History

Inspection Type	Date
Full Accreditation	12 & 18 December 2008
Interim	15 December 2009
Re-accreditation	6 & 12 November 2012
Interim	17 December 2014
Re-accreditation	12-13 December 2016

PART B – JUDGMENTS AND EVIDENCE

The following judgments and comments are based upon evidence seen by the inspector during the inspection and from documentation provided by the institution.

1. Significant changes since the last inspection

Since the previous inspection, the training suite has been relocated to suitable upgraded facilities within the same premises. The premises are very well designed to support all training activities.

The period spent at the British Racing School has been extended from one to two weeks and the length of the Newmarket phase of the course has been correspondingly extended.

2. Response to actions points in last report

19.3 Students must be provided with details of BAC's complaints procedure in documentation such as the Trainees' Handbook.

All participants are sent an e-mail containing appropriate welcome information prior to the Newmarket phase of the programme. This now includes information on the Provider's BAC accreditation status and a copy of the BAC handbook, with details of the BAC's complaints procedure. The e-mail draws attention to the complaints procedure, providing the page and section number. Participants confirm that they are aware of the procedure.

3. Response to recommended areas for improvement in last report

The production of an appropriate quality assurance policy should be considered, in order to assist the managers to better evaluate the quality of the students' and other outcomes.

The Provider has produced a detailed and appropriate quality assurance policy, which effectively summarises its procedures.

A separate page should be produced, as part of the overall website, specifically for the Newmarket operation.

The Provider has produced a separate page specifically for the Newmarket operation on the Godolphin Flying Start website. This includes a brief written description of the Newmarket phase supported by extensive video footage of interviews with participants describing and participating in training activities at all the training venues in Newmarket. It provides an accurate and helpful account of the provision for anyone considering applying for the course.

It is recommended that Godolphin Flying Start implements an appropriate policy and effective procedures for the acquisition of teaching and learning resources.

A suitable policy for acquisition of resources has been produced. This covers sources of information, selection criteria, collection types and procedures for acquisition. It outlines standards and procedures for managing resources. Resources are of high quality and meet the needs of participants and trainers.

4. Compliance with BAC accreditation requirements

4.1 Management, Staffing and Administration (spot check)

The standards are judged to be:
Comments

Met Partially Met Not Met

Management of the programme is highly effective. Communication between managers at all levels is excellent and results in timely implementation of decisions. A weekly meeting between the UK Coordinator and team leaders, who are appointed from among the participants, provides an effective channel of communication with participants on operational issues. Team leaders act as representatives of the participants for the duration of a phase. They are chosen with reference to their local knowledge of the country in which the phase takes place and provide practical support to their international peers as they adapt to the new location. Meticulous attention to detail in the administration of arrangements for visiting speakers and off-site visits results in the smooth running of the Newmarket phase.

Quality assurance is comprehensive and leads to continuous improvements to the provision. It draws on feedback from all stakeholders and appropriate analysis of progress and achievement data. Summary feedback from each phase is analysed annually and compared to identify trends, for example, in participant satisfaction. This is linked to clear actions for development of the programme, which are effectively implemented. Reports on each phase of delivery are shared with leaders and trustees to inform them of the overall success of the programme.

Participant satisfaction levels are high. An open, supportive culture ensures that participants are confident in sharing their views. They confirm that, where possible, management responds immediately to suggestions. For example, on the current course the schedule has been modified to allow participants to visit studs early on some mornings to see horses training. Feedback from the previous year was taken into account in planning this year's Newmarket phase, resulting in the extension of the time spent at the British Racing School by one week and a corresponding overall extension to the Newmarket phase.

4.2 Teaching, Learning and Assessment (spot check)

The standards are judged to be:

Met

Partially Met

Not Met

Comments

Participant feedback and outcomes indicate that delivery and its impact on learning are consistently excellent. Participants confirm that training is well pitched to their levels of knowledge. A visit to a highly rated stud, during the inspection, provided excellent opportunities for participants to learn about procedures and to observe and discuss a number of the horses with experts. Participants value highly the insights they gain into a range of stud operations, and the ongoing opportunities they have to contact these experts following their visit. Networking is one of the central aims of the programme and effectively supports the progression of graduates within the industry.

The Provider's managers attend visits and receive detailed feedback on every trip and training session through weekly journals completed by the participants. Experts involved in the training receive participant feedback through the managers. They also submit their evaluation of training sessions and placements to inform improvements. The programme is very well delivered using methods such as shadowing industry professionals and practical application of knowledge at horse sales and races. The methods encourage high levels of participation and are closely tailored to participants' goals.

Resources are excellent. Participants are provided with laptop computers and the software they need for the course as well as online subscriptions to an industry journal. A small collection of specialist textbooks is available for personal study. They are given access to equine facilities of the highest standard. In addition, they are provided with all they require to meet the practical demands of the programme, for example, hire cars to travel to the placements they complete at farms within the region.

Assessment is continuous and effected through a range of appropriate means such as presentations and written assignments. Participants are clear about the assessment schedule and procedures and feel suitably supported in meeting the criteria. They confirm they are aware of how well they are progressing on the

course. Success rates on the programme are consistently high and most participants progress from the course into leadership roles within the industry.

4.3 Participant Welfare (spot check)

The standards are judged to be:

Met Partially Met Not Met

Comments

Participant welfare is very well addressed. At the outset of the programme, participants are provided with a detailed handbook containing all necessary policies and details of Godolphin's expectations of them. This is supplemented by information specific to the Newmarket phase with detailed information about the context of horse breeding and racing at Newmarket to prepare them for the experience, and practical information, for example, on transport, emergency and health services. An out of hours emergency telephone number is listed as well as numbers for key staff at Dalham Hall and contact details for senior leaders in Ireland. The UK Coordinator ensures that the residential accommodation is well prepared and is supplied with food and other necessities for their arrival.

Participants confirm that they feel welcome and well supported by all staff. They know who to contact with any concerns. For the Newmarket phase, the appointed team leaders are from the UK. Part of their role is to provide local knowledge and help the international participants to settle quickly into their new surroundings. This is very effective.

Participants benefit from a range of relevant enrichment activities specific to Newmarket, such as attendance at race meetings arranged for them by the local Coordinator. The Coordinator also provides help with preparation for the next phase of the course, for example, by organising their visa applications, so that the participants remain focused on their learning.

4.4 Premises and Facilities (spot check)

The standards are judged to be:

Met Partially Met Not Met

Comments

Premises are of high quality, fit for purpose and maintained to a very high standard. Since the previous inspection, the training suite has been moved to a different area within the building. The suite has been refurbished in line with the facilities at the other Godolphin Flying Start centres. It is spacious and very well equipped, providing an excellent environment for delivery of presentations and group work. Participants confirm that their residential accommodation arranged by Godolphin is also of a high standard, with individual bedrooms, comfortable communal areas for relaxing and a suitably equipped kitchen.

The Provider has proper regard for participant safety. An induction with a UK focus is delivered at the start of the Newmarket phase. Potential health and safety issues are highlighted and any required additional training is provided. For example, provision of driving lessons to participants from outside the UK and Ireland. The Provider has appropriate risk assessments in place for its premises and for external activities and a robust policy on reporting injuries and incidents. It appropriately monitors the health and safety arrangements of partner organisations which contribute to delivery of the programme, for example, the British Racing School.

4.5 Compliance Declaration

Declaration of compliance has been signed and dated.

Yes No

PART C – SUMMARY OF STRENGTHS AND ACTION POINTS

STRENGTHS

Robust quality assurance procedures, which are very responsive to stakeholder feedback, result in continuing improvements to the course.

Training from a range of industry experts who provide participants with excellent learning experiences and a supportive professional network.

Effective focus on career preparation throughout the course, resulting in very high levels of graduate employment within the sector.

High quality facilities and learning resources which support achievement of learning goals for all trainees.

ACTIONS REQUIRED

None

High

Medium

Low

RECOMMENDED AREAS FOR IMPROVEMENT *(to be reviewed at the next inspection)*

None

COMPLIANCE WITH STATUTORY REQUIREMENTS - FURTHER COMMENTS, IF APPLICABLE