BRITISH ACCREDITATION COUNCIL INSPECTION REPORT

Short Course Provider (SCP)

Candidacy / Stage 2 Inspection

NAME OF PROVIDER: Pamela Steele Associates

ADDRESS: Prama House
267 Banbury Road
Oxford
OX2 7HT

HEAD OF PROVIDER: Mrs Pamela Steele

DATE OF INSPECTION: 8 October, 14 November & 28 November

ACCREDITATION STATUS AT INSPECTION: Accredited

DECISION ON ACCREDITATION:

☒ Accreditation awarded for six months

☐ Decision on accreditation deferred

☐ Award of accreditation refused

DATE: 31 January 2019

PART A – INTRODUCTION

1. Background to the institution

Pamela Steele Associates Limited (PSA/the Provider) is a consultancy, research and training organisation, which was founded in May 2013 by its Chief Executive Officer (CEO). It is a private limited company with its administrative headquarters in Oxford, United Kingdom (UK), where it rents office space in a serviced business centre in Summertown, a commercial and residential area north of Oxford city centre.

PSA also has country offices outside the UK in Nairobi, Kenya, which acts as the training centre for PSA's open enrolment programmes, Abuja, Nigeria and New Delhi, India, where the Head of Training and Professional Development is based. All these offices are located in serviced office space and are headed up by a Regional Representative. The training courses are run in clients' premises and in good quality hotels and, in Nairobi, also at the Strathmore Business School, which is part of Strathmore University. There is no training currently taking place in Oxford.

The Provider's mission is to ensure that no patient in developing countries suffers due to lack of essential medicines. It aims to promote and facilitate supply chain capacity development, strengthen the health supply chains in developing countries and reduce government dependency on external technical support so that supply chains can be managed independently.

In order to achieve this mission, PSA specialises in supply chain transformation for the public health and humanitarian sectors in developing countries through consultancy, research and training activities. The training activities include courses in subjects such as Health Supply Chain Management and Supply Chain Leadership and Governance. BAC's accreditation relates to PSA's face-to-face training activity only both in the UK and internationally.

PSA is headed up by the CEO, who is supported by a Business Development Director, a Business Support Director and a Head of Training and Professional Development. In addition, the offices outside the UK are headed up by country leads. The Provider is jointly owned by the CEO and the Business Development Director.

Since the last inspection, the company structure has expanded significantly as a result of the growth of the consultancy business. PSA now has dedicated Human Resource (HR), Finance, Marketing and Information Technology teams. Some of the staff in these teams also support the Provider's training activities.

2. Brief description of the current provision

PSA's training portfolio focuses on supply chain capacity development. PSA provides courses on subjects such as Health Supply Chain Management (HSCM), Supply Chain Capacity Development, Human Resources for Supply Chain and Supply Chain Leadership and Governance. The HSCM course is provided in both English and French. The preferred location for this course is Nairobi, Kenya. The course includes a field trip to the Kenya Medical Supplies Authority. It is offered on an open enrolment basis and on the client's premises on demand. The Supply Chain Capacity Development course is also provided in both English and French and is run only at clients' premises on request as it is relevant to the particular nature of the organisation. The remining two courses are provided in English either in Nairobi or at the client's site.

The scheduled open enrolment courses are of around one week's duration and are designed for adult professionals from Non-Governmental Organisations, governments and other similar agencies. They are offered twice a year in July and November.

In addition to these topics, PSA delivers bespoke courses on demand in other areas such as Human Resources Management for the Humanitarian and Development Sector, Practical Finance for (Non-Finance) Supply Chain Managers and Managing Health Logistics in Humanitarian Crises.

In the Provider's last operational year from April 2017 to March 2018, a total of 82 participants were enrolled on courses. All the participants were over the age of 18 and usually over the age of 28. The majority were male. The majority of the participants were from the Sudan. Other countries represented included Madagascar, Burkina Faso, Burundi, Chad, Democratic Republic of Congo, Ethiopia, Gabon, Guinea, Guinea Bissau, Kenya, Malawi, Nigeria and the United Kingdom. There was no training taking place at the time of the inspection in Nairobi.

There are no specific entry requirements for the courses although the average profile of the participants on the HSCM course is mid-level managers working in the health sector.

3. Inspection process

The inspection was carried out over a total of two and a half days by one inspector. It included a day in Nairobi, which consisted of visits to PSA's office, Strathmore Business School and the hotel used for training. The rest of the inspection took place at the office in Oxford. Meetings took place with staff including the CEO, the Business Support Director, the Head of Training and Professional Development, the HR Manager, the Communications and Marketing Manager and, in Nairobi, the Project Officer, who was formerly the Training Officer, the Regional Representative (Horn & East Africa) and the Senior Manager IHM at Strathmore Business School. Various documentation and electronic systems were scrutinised. The Provider co-operated very well with the inspection both in the UK and Nairobi and all the necessary documentation was made readily available. The other country offices were not visited as part of this inspection.

PART B - JUDGMENT AND EVIDENCE

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

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.	☒ Yes	☐ 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.	☒ Yes	☐ No
1.3	There are clear channels of communication between the management and staff and those working at the delivery venue/s.	☒ Yes	☐ No

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

Comments

PSA has increased the scope of its operations significantly since the last inspection. This has resulted in substantial change, including in the staffing situation with roles becoming vacant and the creation of a number of new roles, some of which have yet to be filled. As a result, whilst there is a clear and documented management structure for the whole of PSA's activities, including the training activity, this is under continuing review and subject to change.

The two owners are closely involved in the Provider's day-to-day activities and are in regular contact with the rest of the management team. As a result, their roles are well understood by all the staff.

The key members of the management team, who are directly involved with the training activity, are very experienced. The CEO worked in the healthcare supply chain sector for many years and is very knowledgeable. She is passionate about improving the supply chain capacity in the health sector in developing countries and has a clear vision for the Provider, which she communicates well to the other staff.

There is a clear three-year strategy for the development of the organisation, which includes well-defined strategic priorities. This has been well communicated throughout the Provider, including through recorded annual strategic meetings. There is also a specific training development strategy. As a result, the staff are well aware of the strategic priorities and are clearly committed to the success of the organisation and to achieving its aims and objectives.

There are clear and effective channels of communication between the management and the training staff, including those working remotely in the country offices outside the UK. The communication channels include face-to-face meetings, use of e-mail and regular online meetings, some of which are recorded and accessible through a central document management and storage system. The CEO visits the Nairobi office at least once a year. The training staff based in Nairobi confirmed that they were well supported by the senior management and inspection findings confirmed this view. As a result, the teams based in the UK and in the other country offices work well together to achieve the aims of the Provider.

2.   The administration of the provider is effective

2.1	Administrators are suitably qualified or experienced and understand their specific responsibilities and duties.	☒ Yes	☐ No

2.2	The size of the administrative team is sufficient to ensure the effective day-to-day running of the provider.	☒ Yes	☐ No
2.3	The administrative support available to the management is clearly defined, documented and understood.	☒ Yes	☐ No
2.4	Policies, procedures and systems are well documented and effectively disseminated across the provider.	☒ Yes	☐ No
2.5	Data collection and collation systems are effective.	☒ Yes	☐ No

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

Comments

The management of the training activity is carried out effectively by the Head of Training and Professional Development, who is based in India. A new post of Online Training Specialist is currently being recruited. The Head of Training and Professional Development is supported well by staff based in the Nairobi office and, increasingly, by staff from Strathmore Business School. The support staff in the Nairobi office also have responsibility for other areas of the Provider's business such as the consultancy projects. This arrangement works effectively for the current size of the training operation and will need to be kept under review should the training activity grow substantially in the future.

There is a very clear and detailed written training administration process, which sets out each step to be taken and by whom from the enquiry stage to invoicing and payment. It includes finalising and setting up the training venue and the various follow-up activity with the participants. It is maintained centrally so that it is accessible to all the relevant staff. It forms a useful checklist to ensure the effective organisation of the training events and that nothing is missed. Other relevant policies and procedures are contained in the participant and staff handbooks and are readily accessible. They are regularly up-dated to ensure that they are current and fit for purpose.

Very good data collection and collation systems are used effectively to check that all the steps taken to organise a training event are carried out appropriately and to capture the participants' personal details in accordance with relevant data protection rules. The systems are used to analyse the participation on each course so that this can be used for marketing purposes.

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

A recently revised recruitment policy is in place. This contains relevant information about the various stages in the staff recruitment and selection process, including appropriate pre-employment checks and obtaining references. The central HR team are available to provide expert advice and guidance to the training team at all stages of the process. The comprehensive employee handbook has detailed information and appropriate policies and procedures. These include grievance and disciplinary procedures, employee benefit arrangements and details of the performance management system to ensure the on-going employment of suitable staff.

Experience and qualifications are checked as part of the interview process although the recruitment policy does not explicitly state the process to be used here, which would aid transparency.

There is an effective system for regularly reviewing the performance of the staff. The current system includes a review of performance against key performance indicators, which is carried out by both the staff member and their manager. The results are discussed by both parties in a meeting. The results are fully documented and include an overall summary of performance and a rating as well as a training and development plan including future career prospects. The process fully involves the jobholder and is carried out annually with a mid-year review. In addition, staff are given on-going feedback on their performance so that they are aware of how they are performing in their roles. Staff find the process helpful and think that the key performance indicators provide good focus.

A new system has been developed, which will be rolled out to all staff in April 2019. It includes more structured timelines for completing performance reviews and an on-going cycle of reviews including monthly one-to-ones.

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

The publicity material, including the website, provides an accurate depiction of the Provider's operation and the range and nature of its resources and services. There is a dedicated section of the website for the training activity, which is easy to navigate and provides useful information including a downloadable copy of the full course catalogue.

The course catalogue contains comprehensive and accurate information about the courses on offer, which are run as either in-house customised courses or open enrolment courses. The information includes the learning objectives and learning outcomes as well as details of the kind of participants for whom the course is designed.

As a result, prospective participants can obtain useful information regarding the training on offer so that they can make informed choices about the course that will meet their needs.

5.	**The provider takes reasonable care to recruit and enrol suitable participants for its courses**			
5.1	Entry requirements for each course are set at an appropriate level and clearly stated in the course descriptions seen by prospective participants.	☒ Yes	☐ No	☐ NA
5.2	A formal application process ensures that participants meet the entry requirements and any claimed qualifications are verified.	☒ Yes	☐ No	☐ 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.	☒ Yes	☐ No	☐ NA
5.4	Any overseas recruitment agents are properly selected, briefed, monitored and evaluated.	☐ Yes	☐ No	☒ NA

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

Comments

Although there are no specific educational or language entry requirements for the courses, the course descriptions include details of the kind of participant profile for which the course is designed. This information is detailed and include examples of the specific job that a participant would typically have within their organisation. The preferred profile for participants is that they are university graduates with some years' of experience in the sector. It is also made clear in which language a course is delivered and the courses are targeted at countries where the appropriate language is widely spoken. Consequently, language capability has not been an issue. The information provided about the courses ensures that participants are fully aware of the nature of the course for which they are applying.

There is a formal and highly effective application process. The training application form includes a request for information about the applicant's previous knowledge and experience in the area covered by the course and details of what they would like to get from attending the course. This information is also used to ensure that the course will meet the participants'' needs. In addition, participants are sent a link to an online leadership questionnaire, which is designed to measure participants' technical, management and leadership competencies covering six key areas of health supply chain work. The results of this are also used to confirm suitability for the course.

The training staff are available to respond to any questions about the nature and requirements of the programmes to ensure that prospective participants are fully briefed.

6. There is an appropriate policy on participant attendance and effective procedures and systems to enforce it

6.1	There is an appropriate, clear and published policy on participant attendance and punctuality.	☐ Yes	☒ No

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

Comments

The importance of arriving at the course on time is communicated to the participants as part of the course introduction on the first day and a brief reference is made in the participant handbook. Registers are taken daily to record attendance effectively. In the event that the level of a participant's attendance is not sufficient, an attendance certificate is not issued and this situation may lead to the participant being asked to leave the course. In this case, the participant's employer will be notified. The vast majority of the participants are either accommodated in the hotel where the training takes place or they are transported together to the training venue. As a result, any absences can be quickly identified and followed up. Any absence is recorded. As a result, attendance is appropriately monitored and recorded.

6.1 Nevertheless, there is no detailed, formal and published policy on attendance and punctuality to ensure that all participants are aware of what is required.

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.	☒ Yes	☐ No	☐ NA
17.2	Participants receive appropriate advice before the start of the programme.	☒ Yes	☐ No	
17.3	Participants receive an appropriate induction and relevant information at the start of the programme.	☒ Yes	☐ No	
17.4	Participants are issued with a contact number for out-of-hours and emergency support.	☒ Yes	☐ No	☐ NA
17.5	The provider has policies in place to avoid discrimination and a published procedure for dealing with any abusive behaviour.	☐ Yes	☒ No	
17.6	Effective safeguarding arrangements are in place and are regularly reviewed to keep all participants safe.	☐ Yes	☐ No	☒ NA
17.7	Effective arrangements are in place to protect participants from the risks associated with radicalisation and extremism.	☐ Yes	☒ No	

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

Comments

Participants have access to appropriate advice and guidance to meet their needs before and during their training programme. The Head of Training and Professional Development is adequately qualified and accessible to provide the necessary support. During the course registration process, good communication between the participants and the Provider's staff ensures that participants fully understand the requirements of the course and what they should expect o arrival in the country of delivery.

The participants receive a participant handbook during the registration process. This contains useful information about the course and travelling to the course and accommodation venues as well as staff mobile telephone numbers which can be used in the event of an emergency. The first day of the course includes an introduction slide presentation. The presentation includes an overview of the course, the course objectives and intended learning outcomes and the expectations set by the trainer, for example, regarding the behaviour of the participants. As a result, participants can settle into the course quickly in order to get the full benefit from the course. The induction does not include other useful information, which is in the handbook, for example, relating to health and safety, to remind participants and to ensure they remain aware of these important areas.

The participant handbook includes a diversity and equal opportunities policy, which is clear that discriminatory behavior is not be tolerated. The policy includes appropriate information relating to employees of PSA as well as participants, which may dilute its effectiveness for the participants. The participant induction includes a reference to the need to respect other participants.

17.5 There is no specific policy or procedure for dealing with any abusive behavior demonstrated by a participant.

17.7 There are no specific arrangements in place to protect participants from the risks associated with radicalisation and extremism, for example, risk assessments, staff training and a suitable policy wording.

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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.	☒ Yes	☐ No
18.2	International participants receive an appropriate induction upon arrival covering issues specific to the local area.	☒ Yes	☐ No
18.3	Information and advice specific to international participants continues to be available throughout the course of study.	☒ Yes	☐ No
18.4	Provision of support takes into account cultural and religious considerations.	☒ Yes	☐ No

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

Comments

International participants receive good and relevant information before they arrive at the location for their course so that they know what to expect. The participant handbook includes comprehensive information relating to travel, medical facilities, personal security, local customs and culture, climate, money matters and useful emergency contact details. The Provider will arrange airport pick-ups and staff are available to answer any specific questions from the participants prior to arrival.

On arrival, there is an appropriate induction which covers useful information and any remaining questions can be answered at this stage. The induction does not include other useful information, which is in the participant handbook, fo example elating to personal security to remind participants of these matters.

The provider's staff are very aware of the importance of supporting participants' cultural and religious differences. The participant handbook has useful information about local places of worship and there is a chapel and prayer facilities at Strathmore Business School.

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 procedure.	☒ Yes ☐ No

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

Comments

The contractual terms and conditions, under which participants are enrolled, are fair and transparent and include a fair refund policy.

The complaints procedure is suitably detailed and includes clear steps and timelines for each stage. It is effectively communicated to the participants through the participant handbook together with a complaints form.

The procedure references the fact that participants have access to BAC's complaints policy.

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

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

There is no formal organised social programme due to insufficient time. However, information on local leisure facilities is provided on request. If appropriate, a member of the Provider's staff will accompany the participants on an outing to ensure it goes smoothly.

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

The tenure on PSA's headquarters in Oxford and the office in Nairobi is secured through serviced office agreements. The offices in Oxford are currently spread over three floors and there are plans to consolidate the office space on the third floor from February 2019. Additional office space can be hired in both serviced office blocks in Oxford and Nairobi, if required.

Training rooms are hired, as necessary, in good quality hotels. This is the case for the hotel in Nairobi with which the Provider has a long-standing relationship. The rooms are hired at the Strathmore Business School under a memorandum of understanding.

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

Access to all the premises used by PSA is appropriately secured to keep all those in the premises safe. This is provided through appropriately sited reception areas and sign-in procedures. There is also good security at the entrance to the office and both the training premises in Nairobi.

All the premises are of a good quality and are well maintained and decorated. They have good circulation space and pleasant and clean toilet facilities. The heating and ventilation arrangements work well in all the premises. Therefore, they provide a good learning and working environment for participants and staff.

Adequate advice and guidance on health and safety is provided in all the premises for staff, participants and visitors. This is provided through a variety of methods including the participants' handbook, staff induction, clear signage and information provided at the reception areas for visitors.

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/or 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	
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

There is no training taking place at the administrative offices in Oxford and Nairobi at the present time although both premises currently have suitable rooms should the situation change.

The training rooms and learning areas at the hotel in Nairobi and the Strathmore Business School are of a high quality and very well equipped. Strathmore Business School, where it is expected that most future training in Nairobi will take place, has a variety of very good classroom and learning spaces, which are well equipped and furnished. They include a large lecture theatre and small syndicate rooms for one-to-one sessions.

There are no formal assessments required on PSA's courses.

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	
26.6	Administrative offices are adequate in size and resources for the effective administration of the provider.	☒ Yes	☐ No	

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

Comments

Although there is no specific private study required for participants on PSA's courses, there are meeting rooms of a variety of sizes and other spaces for participants and trainers to work in both training locations. These have good wireless connectivity so that internet facilities can be accessed, including for independent research if required. The hotel has two business centres that are equipped with computers and printing and scanning facilities. Trainers can also work in the office in Nairobi.

All the premises have areas where participants and staff can relax and consume food and drink. Both office premises have kitchen facilities so that staff can make tea, coffee and snacks. There are also have various outlets in the local area for the purchase and consumption of food and drink. Both training venues in Nairobi include pleasant areas where participants can relax and network, including outside spaces. They also have good lunch and dining facilities.

The training venues can store staff and participant belongings, such as computer bags, if necessary and the training rooms are locked, when empty, for security purposes.

Both offices provide good administrative environments for the staff, including the senior managers. They have good meeting rooms and suitably equipped working areas to ensure the effective administration of the courses.

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

Passionate senior managers with a clear vision for the future development of PSA. Committed and experienced staff who ensure that the training courses are well organised and meet the participants' needs. Detailed written procedures that cover all aspects of the organisation of the courses to ensure consistency in approach for the benefit of the participants.

Actions Required	Priority H/M/L
6.1 The Provider must publish its attendance and punctuality policy to ensure that all participants are aware of what is required.	☐ High ☒ Medium ☐ Low

PARTICIPANT WELFARE

Provider's Strengths

Very good detailed pre-arrival information so that the participants know what to expect and can settle into the course quickly on arrival.

Actions Required	Priority H/M/L
17.5 The Provider must publish a suitable procedure for dealing with abusive behaviour so that all participants are clear as to the implications of such behavior.	☐ High ☒ Medium ☐ Low
17.7 The Provider must put in place effective arrangements to protect participants from the risks of radicalisation and extremism.	☐ High ☒ Medium ☐ Low

PREMISES AND FACILITIES

Provider's Strengths

High quality training venues, which provide an excellent learning environment for the participants.

Actions Required	Priority H/M/L
None	☐ High ☐ Medium ☐ Low

RECOMMENDED AREAS FOR IMPROVEMENT

To be reviewed at the next inspection

The Provider should expedite the recruitment of appropriate staff, with clear job descriptions, to fill the current vacancies to ensure a stable management and staff structure.

PSA should keep the current size and structure of the training administration team under review to ensure that it remains appropriate should the training activity grow substantially.

The staff recruitment policy should be extended to include a clear process for the checking of original qualifications to ensure this is carried out consistently.

The participant induction presentation should be extended so that it covers additional useful information that is contained in the participant handbook so that all participants, including international participants, are reminded of those
elements that ensure their safety and security.

The Provider should amend the existing diversity and equal opportunities policy in the participant handbook so that it refers to participants only.

COMPLIANCE WITH STATUTORY REQUIREMENTS