BRITISH ACCREDITATION COUNCIL INSPECTION REPORT

Short Course Provider (SCP) Re-accreditation Inspection

NAME OF PROVIDER: International NGO Training and Research Centre (INTRAC)

ADDRESS:
Oxbridge Court
Osney Mead
Oxford
OX2 0ES

HEAD OF INSTITUTION: Ms Clare Moberly

DATE OF INSPECTION: 13 & 19 November 2018

ACCREDITATION STATUS AT INSPECTION: Accredited

DECISION ON ACCREDITATION:

☒ Re-accreditation awarded for the full four-year period

☐ Probation accreditation

☐ Decision on accreditation deferred

☐ Award of accreditation to be withdrawn

DATE: 1 March 2019

PART A – INTRODUCTION

1. Background to the institution

The International Non-Governmental Organisation Training and Research Centre (INTRAC/the Provider) was established in 1991 and is a limited company and registered charity. It is governed by a volunteer Board of Trustees according to the principles set out in INTRAC's Articles of Association.

The aims of INTRAC are to alleviate poverty and to strengthen civil society. It seeks to do this by providing training, consultancy and research services to organisations involved in international development and relief. Examples of such organisations are the Red Cross, Oxfam and Amnesty International and nationally based non-governmental organisations (NGOs). Its main goals include the desire to improve NGO performance by exploring policy issues and by strengthening management and organisational effectiveness.

The head office of INTRAC is in Oxford, where all administration takes place. The current Executive Director joined INTRAC in late 2017, following the retirement of the previous incumbent who was also the founder of the organisation. The Executive Director heads up a senior management team. The members of the team are the Research, Learning and Communications Director, the Consultancies and Training Director and the Finance and Administration Director.

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. The training that INTRAC delivers draws on experience gained during in-country research and consultancy and on the relationships that are built with organisations through that work. Revenue from training represents around 15 per cent of annual turnover.

INTRAC's training includes tailor-made in-house programmes, scheduled face-to-face short courses in Oxford, as well as online training courses. The scheduled courses cover project monitoring and evaluation, advocacy, strategy and influencing skills, gender analysis and planning and theory of change for planning and impact assessment.

The INTRAC open training courses are delivered at the Holiday Inn, Peartree, Oxford, where residential accommodation is also provided. All courses are short, of three to five days' duration, and aimed at improving professional competence. None of these courses are externally certificated although certificates of attendance are given to all clients. None of the courses are accredited by national awarding bodies or formally assessed through examinations or in-house course assessments.

A current strategic priority of INTRAC is to grow the portfolio of online courses, as this method of delivery enables people from a wider range of organisations to participate. As part of this initiative, all introductory level courses have been transferred to online delivery, with advanced level courses delivered face-to-face in Oxford.

BAC accreditation is for the face-to-face short course provision in the United Kingdom (UK) only.

2. Brief description of the current provision

INTRAC offers a range of Oxford-based open training courses annually on a range of themes related to its expertise in in-country research and consultancy on international development. The topics are Advanced Monitoring and Evaluation, Advocacy Strategy and Influencing Skills, Gender Analysis and Planning and Theory of Change for Planning and Impact Assessment.

The courses reflect INTRAC's wider professional expertise and use case studies that draw on its research and consultancy, and projects in which staff who work as trainers are heavily involved. As well as trainers drawn from INTRAC staff, external consultants and experts are contracted for individual courses, or sections of courses.

Courses are mainly run at an advanced level, for practitioners with significant professional experience. Any related introductory courses are delivered online. INTRAC courses are intended for staff from national and international NGOs, but they are also open to, for example, staff from the United Nations and other intergovernmental bodies, government officials, civil servants, as well as consultants and advisors.

Most courses have between 10 and 14 participants and the maximum is 16. Minimum enrolments are set for those courses which depend upon extensive interaction between participants.

Over half of the course participants usually work in the not-for-profit sector such as international or national NGOs and civil society organisations, with the remaining working for governments, intergovernmental bodies, research institutions, consulting firms or as independent consultants. In 2017 to 2018, a total of 165 people from 45 different countries attended INTRAC's training courses. One hundred and thirteen came on a face-to-face course and 52 attended online courses. Of these participants, approximately half were based in the United Kingdom (UK) or elsewhere in the European Union (EU) and the rest were from outside the EU such as Afghanistan, Armenia, Bangladesh Brazil, Ghana, Liberia, Nepal, Norway, Turkey and Uganda. At the time of the inspection, there were 12 participants on a five-day Advanced Monitoring and Evaluation course. All were over the age of 18 and the majority were female.

3. Inspection process

The inspection was carried out by one inspector over two days. The inspector attended enrolment for a course, observed teaching, viewed training facilities and toured INTRAC's offices. During this inspection, a hotel was being used by INTRAC as a training venue for the first time. As part of the premises inspection, the inspector met with the hotel's conference manager to discuss facilities and resources available to participants. Meetings were held with the Executive Director, Finance and Administration Director, Training Manager, Office Manager, Training Coordinator, a course trainer and a group of participants. INTRAC engaged well with the inspection process.

4. Inspection History

Inspection Type	Date
Full Accreditation	19-20 October 2010
Supplementary	24 June 2011

Interim	30 January 2012
Re-accreditation	24 & 26 November 2014
Interim	8 September 2016

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 organisation.

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

The relationship between the Trustees, the Executive Director and other staff is clearly defined, with the Trustees focusing on strategic matters, including financial sustainability. Recruitment of new Trustees includes consideration of the organisation's overall needs, in terms of professional skills and experience, with the aim of increasing the contribution that they can make to advising on the effective running of the organisation.

Senior managers are recruited to fill roles that have well-defined job descriptions which specify selection criteria to be used in assessing candidates. The interview panel for the appointment of a member of the Senior Management Team will include a Trustee, bringing an external perspective and wider experience to the decision-making group. As a result, the senior managers are suitably qualified and experienced and focus on appropriate priorities for the Provider.

There are clear channels of communication between the management and staff and those working at the delivery venues during normal working hours. The Training Coordinator and Training Administrator are at the training venues for registration and at the close of a course.

In their briefing notes, trainers are given the office telephone number. However, there is no out of hours contact number formally included in the Trainer Guidelines, issued even though the trainer is the only representative of INTRAC who is resident on-site with the participants. As a result, the trainer may not be able to access support from office staff for incidences that occur out of hours, such as in the case of a medical emergency related to a participant.

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 administrative team works to clearly laid out procedures and practices in relation to the assessment of applications for course places and subsequent correspondence with participants. These include target maximum response times to e-mails of three working days which are achieved, other than in exceptional circumstances.

A training manual includes appropriate administrative processes and procedures that are required through all stages of the organisation and delivery of a course. This is updated as necessary, to ensure that the most current information is available to all relevant staff through a shared drive.

Data collection systems were reviewed in the context of the implementation of the General Data Protection Regulation (GDPR) in May 2018, with non-essential personal records and those for which there were no clear consents deleted. As a result of this review, records are well-structured and contain core information only, making it easy to retrieve key data for use in the administration of courses and for management planning and review purposes. A shared drive system enables members of the training team to share and pick up work as appropriate, increasing efficiency.

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

Staff recruitment is conducted through an appropriate process of open advertisement. Selection is conducted against relevant criteria, which are published in the application materials. Interviews, which may be in person or online, are planned and structured in the context of those criteria. They are conducted by at least two people. Staff turnover is low, and, before vacancies are advertised externally, consideration is given to whether any existing employees might be suitable for promotion.

For most posts, there is no formal requirement for a specified level of educational qualification. References are checked, with copies and records of documents seen retained on a secure database.

Performance reviews are conducted in a framework which supports and encourages personal development, with records of annual appraisals retained so they can be reviewed periodically to ensure agreed objectives and actions are being achieved.

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

Publicity materials are clear and supported by accurate supplementary information. The November course was held at a venue new to INTRAC. The location used is specified on materials supplied and new photographs are being collected so that publicity can be updated to show potential participants images of courses in the new venue.

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

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.	☐ 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

There are no formal entry requirements. Office staff consult the trainers to confirm that those applicants who are offered places have relevant experience and objectives, so that they can benefit from, and contribute to, the course they have chosen. No set level of academic qualification is necessary to participate in a course. The Provider does not set a formal language requirement, but they assess English language skills from the application process and follow up with a discussion as necessary. The participants present at the time of the inspection had an appropriate level of English language skill.

Training staff at the INTRAC office respond promptly to follow-up enquiries from possible participants, consulting and involving trainers where questions relate to details of content. They maintain contact with participants during the period between acceptance and arrival at Oxford and issue a detailed programme approximately two weeks prior to a course. As a result, participants are fully briefed on the nature and requirements of the programmes.

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
6.2	Accurate and secure records of attendance and punctuality at each session are kept for all participants, collated centrally and reviewed.	☐ Yes ☐ No ☒ NA
6.3	Participant absences are followed up promptly and appropriate action taken.	☒ Yes ☐ No ☐ NA

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

Full attendance is expected and this is explained in materials sent to participants in advance of the course and supplied on arrival. Given the small groups involved, formal registers are not taken as attendance can be effectively monitored without registers.

When a participant does not attend a session without prior notice, the trainer will follow up in the first instance, and will then alert INTRAC office staff. The staff will also try to contact the participant and then follow up with their emergency contact. Completion certificates may be withheld if a significant proportion of a course has been missed without good reason.

7.   The provider regularly obtains and records feedback from participants and other stakeholders and takes

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 ☒ NA

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

Comments

Feedback questionnaires are given to all participants at the end of a training course. Completed forms are analysed by the Training Manager and then shared with the trainer, during a post-course debriefing session. Practical points raised are implemented in planning future provision, for example, with the recent addition of a session on digital tools to the Monitoring and Evaluation course. Summaries of feedback and resulting actions are included in the Training Manager's quarterly reports to the Senior Management Team (SMT).

Where more significant points are highlighted, which may suggest longer term adjustments to provision, these will be considered by the Training Manager when preparing the annual Training Plan, for approval by SMT. Most recently, on the basis of participant feedback, the timetable for the Advanced Monitoring and Evaluation course has been reviewed to make time to include sessions on the use of specialist data systems in project management.

Informally, trainers take the opportunity at key points in the course to ask participants for feedback on whether the content is meeting their needs and expectations. Where there is a mismatch and revisions can be made, while retaining the overall coherence of the programme and delivery of content as advertised, the trainer will make minor adjustments to subsequent content. This flexibility, which is possible because of the breadth of experience of the trainers, is greatly valued by the participants, as it can enable them to get more relevant information from the course.

However, given the short length of courses offered, it is not practical for INTRAC to give a formal response to participants on their feedback during their time in Oxford.

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

Reviews of training provision draw on feedback from trainers and participants. Indications of future demand are also gathered during INTRAC's research and consultancy activities and when delivering in-house or online courses. This helps the Provider to develop action plans for future provision which meet the needs of potential participants.

Information gathered is used operationally, by trainers in discussion with the Training Manager, to make minor modifications to provision. More strategically, it feeds into the preparation of an annual costed training plan that the Training Manager presents to the SMT for approval. This includes a report on the previous year's activities, in which feedback received and any resulting actions taken or recommended are presented.

Trainers work informally with INTRAC's network of specialist consultants, who may be involved in research, consultancy and training projects, to discuss and enhance content, ensuring it is relevant and up-to-date. The participants report that they particularly appreciate the relevance and currency of the course content.

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

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

Comments

The Training Manager is responsible operationally for the development and oversight of the delivery of all training programmes. In the light of the strategic decision to move towards online delivery for a number of courses, when a new Training Manager was appointed in 2017, INTRAC selected an individual with particular expertise in this method of course delivery.

The scheduling of programmes is based around times when INTRAC's experience shows there is likely to be maximum demand from participants, for example in the context of their work patterns. This increases the likelihood of recruiting enough participants to make each course financially viable and to enable it to operate with enough participants to provide a broad range of contributions, drawing on their professional experiences.

Training content and course programmes are based on models that INTRAC has run for a number of years, subject to modification in the light of participant feedback. Lecture rooms and breakout areas are appropriate to the nature of the course.

Trainers are experienced professionals who work in the field, as well as delivering training. When a new trainer becomes involved, this will initially be to contribute to sessions on a particular specialism and their training will be observed by the course trainer. The evaluation of and feedback on this observation will inform the decision on whether to involve the trainer in future courses.

Participants are supplied with paper and electronic copies of resources used during a course. These may be outlines of techniques and good practice prepared by a trainer, or case studies written from INTRAC's wider work in country. If an additional case study is required, the trainer will ask advice from colleagues within INTRAC on possible examples and commission the document. A library of print materials is held for trainers to consult, if required, at the INTRAC offices.

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

INTRAC's training is designed and offered in the context of its wider consultancy and research work. Through this work, it has established relationships with a number of organisations and uses this informal network to test proposals for new activities and to gain feedback on current issues within the sector. INTRAC staff consider that there could be potential to gain greater insights from this network if contacts were more formalised. They are therefore putting together a proposal to create a new communications post. The post holder would have responsibility for building relationships with this important group of stakeholders to ensure that the courses continue to meet participants' needs.

There are no assessments on any course.

Courses include a core of sessions in which each participant works on a case study that they have identified, enabling them to build their independent learning skills in a supportive environment while generating useful ideas that they will be able to apply when returning to their employment. Participants are asked to prepare a summary of the case study before arrival so that this can be sent to the trainer in advance, as part of the trainer's final preparation of the course materials. This enables the trainers to draw on their experience and reflect relevant issues in the course content and the teaching methods used.

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 ☐ NA
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

Courses are predominantly led by trainers who are INTRAC staff. Their duties cover research and consultancy as well as training, with a focus on one area of the organisation's activities, giving them substantial professional knowledge and experience in that field.

The in-house trainers and members of the training team have good working relationships with associate trainers, who are employed on a freelance basis. Together they operate as an informal network, maintaining contacts on professional issues and possible projects. Where appropriate, the course leader will call in an additional trainer to deliver sessions on a specific theme within a course and observe their teaching. As well as building in variety for the participants, this enables INTRAC to identify others who could cover the core training role, if necessary.

For the INTRAC staff trainers, there is an open approach to the sharing and consideration of participant feedback, with the Training Manager and through the trainer meeting, after each course. The current team of staff trainers are well-established and have significant levels of experience.

11.3 Classroom observations do not form part of the appraisal process for the staff trainers to enable them to develop additional pedagogic skills and to share best practice.

The current team of staff trainers are well-established and have significant levels of experience. However, their practice may still benefit from development of additional pedagogic skills through appropriate professional development opportunities.

The training methods observed during this inspection were open and engaging, with a range of techniques used to encourage and support active participation from all participants. Information was clear and sessions well-structured to meet the objectives set.

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

At the start of the course, participants are given a folder of information, case studies and other worksheets that will be referred to during the week. Electronic copies of these files, and other relevant materials that are used during the course, are placed in a shared folder that INTRAC sets up for each group, making it easy for participants to retrieve them after the course.

Case studies used in the courses are developed from INTRAC's research and consultancy work, in most cases by the trainer who will be using them, and who has previously done the relevant work. These resources provide a solid foundation for the course content, making it current and practice-based.

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.	☒ Yes	☐ 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.	☐ Yes	☐ No	☒ NA
13.3	Assessment outcomes are monitored to enable the identification of participants who are not making satisfactory progress and prompt intervention where appropriate.	☐ Yes	☐ No	☒ NA
13.4	Participants are made aware of how their progress relates to their targeted level of achievement.	☐ Yes	☐ No	☒ 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.	☐ Yes	☐ No	☒ NA
13.6	Participants have appropriate access to trainers outside class time.	☒ Yes	☐ No	☐ NA

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

Comments

A core element of each course is sessions devoted to the case study that each participant brings. This component of the course, which includes detailed consideration of, and feedback on, questions that the participant raises in relation to their own case study, is highly valued by the participants. As an option, participants can also book, at an additional cost, a mentoring session that will take place several weeks after the course, if they wish. This provides an opportunity

to follow up on the case study, and receive useful feedback, once the participant has implemented ideas developed during the course. The session is run by the course leader, usually online.

Trainers are resident at the course venues with participants and have meals with them. Therefore, they are available for private queries and discussions with individual participants as necessary.

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 (this does not apply to the provision of certificates of attendance only)**

15.1	There is a clear statement of the level claimed relative to the RQF and evidence that participants who receive the award meet the stated requirements for that level.	☐ Yes ☐ No ☐ NA	
15.2	There is evidence of the extent to which the awards are accepted for the purposes of employment or further study.	☐ Yes ☐ No ☐ NA	
15.3	External moderators are involved in the assessment process where appropriate.	☐ Yes ☐ No ☐ 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.	☐ Yes ☐ No ☐ NA
16.2	For internal assessments and awards, there are effective systems in place for examination security and administration, and clear procedures for participants to appeal against their marks.	☐ Yes ☐ No ☐ 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.	☒ 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

Course participants are provided with 24-hour contact details for the in-house training team, should an emergency arise. This is a small team of appropriately trained staff. Participants are also given information on how to access medical and police assistance directly. The reception at the training venue is staffed 24 hours a day and can also assist with medical and other emergencies.

In pre-arrival information, participants are given core information about medical and other support services that are available in the UK and reminded of the need to be covered by appropriate insurance. This is supplemented by appropriate information supplied on arrival and a brief reminder of key points in the opening session. The information is sufficient and clear and meets the participants' needs.

INTRAC has a clear ethical position and is currently updating its code of ethics. The principles behind this document implicitly explain the standards and behaviours that are expected from staff and course participants in relation to others.

17.5 INTRAC does not have a published policy on the standard of behaviour that is expected from participants, in relation to behaviour towards others. There are therefore no sanctions that can be implemented automatically if unreasonable behaviour does occur and no guidelines in the manual that is supplied to trainers about how they should act if they have any concerns about an individual.

17.7 INTRAC does not have a published policy on steps that are taken to protect participants from risks associated with radicalism and extremism, nor does it give guidance to staff on how to identify and then manage any such risks. No risk assessment has been conducted by managers in relation to these risks.

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

Appropriate information on travel, accommodation, medical insurance and other practical matters is provided to the international participants in advance of the course to meet their needs and expectations. Additional information on facilities in the UK and local area is provided as part of the registration process. The new delivery location is on the edge of Oxford city and some participants have indicated that they would welcome more detailed information on the best ways to travel into town on public transport.

INTRAC staff and individual trainers are sensitive to the range of cultural backgrounds and related expectations that participants may have. They respond to requests related to these as they arise, and there are opportunities during the application process to indicate any specific requirements.

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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

Information provided on courses, including terms and conditions relating to payments and refunds, are clear, transparent and appropriate.

INTRAC's own complaints procedure is explained in information supplied to participants and is fair and straightforward.

Information on BAC's complaints procedure is included in the information provided to participants on registration.

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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

All participants are given advance and welcome information by the INTRAC training team on facilities and possible activities outside course hours. A group dinner is scheduled for the first night of a programme and the middle day of a five-day course ends mid-afternoon, to allow time for relaxation or visits to Oxford city.

Participants report that they prefer not to have a full programme of events scheduled for them outside class times, so that they can make arrangements for themselves.

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 academic or non-academic purposes of a temporary or occasional nature.	☒ Yes	☐ No	☐ NA

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

Comments

The Provider has a ten-year lease on its office buildings, ending in 2025.

Bookings are made with the training venues before a course is advertised to potential participants.

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 sole use of one section of the building in Oxford. The building is secure, and well maintained, with appropriate information on, for example, health and safety and fire procedures.

Signage and other information is clear and covers all relevant points.

Toilets, including facilities for those with disabilities, are provided on the ground floor of the two storey building.

Heating and ventilation are adequate and can be adjusted easily.

Training is delivered in the purpose-built conference facilities at a well-maintained hotel, which provides a secure and clean environment. This meets the standards that would be expected of a good hotel for health and safety, signage, provision of toilets, heating and ventilation and other basic requirements.

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

The training suite at the training venue is well-equipped, with a range of different sized rooms and break-out spaces. Wireless connection is available and tea, coffee and water are available continuously.

Projection equipment is provided, with technical support on-site if needed.

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

Pre-course preparation will be done by the trainer in the INTRAC offices, or at their own home, depending on their contract. During a course, trainers have their own room on site, with desk space and wireless connection, where they can do any preparation required.

The training venue has a good range of catering and leisure spaces.

The large majority of participants are resident at the course venue, so have rooms there for secure storage. Others can use reception facilities at the venue. The training room is locked during meal breaks.

The meeting room at INTRAC's offices is suitable for private meetings to discuss courses and review provision. Break-out rooms are available at the training venue for any private meetings. There is a kitchen area, with a small eating space that staff can use on breaks.

The training team within INTRAC are based in a larger open plan office, with colleagues working on research and consultancy sitting together in a single group of desks, making formal and informal collaboration easily possible.

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

The members of the senior management team work effectively, with the trustees, to ensure the future stability of the business enabling INTRAC to maintain its in-house expertise and network of contacts as a firm basis for its future activities.
The small team that administers the training provision works well, operating to documented processes and through a secure shared drive system that ensures consistency and enables cover in case of absence.

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

TEACHING, LEARNING AND ASSESSMENT

Provider's Strengths

INTRAC's training programmes build on its significant experience of development work in the field and the trainers have substantial professional experience on which they can draw. This makes the content highly relevant to the participants who are on each course.
Regular informal feedback throughout the course is used by the trainer to identify possible modifications that might be welcomed by the group, to make content more relevant to them and this is acted on where appropriate in the context of wider course objectives.
Core materials and case studies provided to participants are highly relevant and current, increasing the salience of the training provided.

Actions Required	Priority H/M/L
11.3 The Provider must implement a process for conducting and recording the outcomes of observations of course sessions for staff trainers.	☐ High ☒ Medium ☐ Low

PARTICIPANT WELFARE

Provider's Strengths

A highly-personalised screening process for individual applications builds a good relationship between INTRAC staff and participants in advance of arrival in Oxford.

Actions Required	Priority H/M/L
17.5 The Provider must put policies in place to avoid discrimination and have a published procedure for dealing with any abusive behaviour, consistent with its code of ethics, which is effectively communicated to the participants.	☐ High ☒ Medium ☐ Low
17.7 The Provider must have effective arrangements are in place to protect participants from the risks associated with radicalisation and extremism and communicate these to participants and staff.	☐ High ☒ Medium ☐ Low

PREMISES AND FACILITIES

Provider's Strengths

The new training venue is well equipped and managed and includes accommodation of a high standard.

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

RECOMMENDED AREAS FOR IMPROVEMENT

To be reviewed at the next inspection

To ensure that back up for trainers is available from office staff in the case of any emergency, it is recommended that the out of hours contact number should be formally supplied to trainers. The Provider is recommended to consider ways of establishing more structured and appropriate opportunities to gain input from the informal network of regular consultants. The Provider should consider offering appropriate professional development opportunities for trainers in order to increase the range of pedagogic skills used during the delivery of the courses. INTRAC should consider including information for participants on public transport to and from the training venues and central Oxford.

COMPLIANCE WITH STATUTORY REQUIREMENTS