

# BRITISH ACCREDITATION COUNCIL INSPECTION REPORT

## Short Course Provider (SCP) Reaccreditation Inspection

**ORGANISATION:** Godolphin Flying Start

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

**HEAD OF ORGANISATION:** Ms Clodagh Kavanagh

**DATE OF INSPECTION:** 12 - 13 December 2016

**ACCREDITATION STATUS AT INSPECTION:** Accredited

### DECISION ON ACCREDITATION:

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- Accreditation to be withdrawn.

Date: 17 Feb 2017

### 1. Background to the organisation

The Godolphin International Leadership Training Programme (GILTP) is a charitable trust, which is wholly funded, on an annual basis, 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. GILTP runs a two-year management and leadership training programme, which is designed to prepare trainees for professional careers, in thoroughbred horse training, breeding or management. This programme is called Godolphin Flying Start.

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 phase of the training, which is run in Newmarket in the United Kingdom (UK), was established in 2003. It is of approximately six weeks' duration and involves theory classes, lectures, seminars, practical horse care and visits to racecourses and other settings. The Newmarket operation is run as an independent business, although it is under the overall management of the Kildangan Stud in County Kildare, Ireland. It is the sole subject of BAC accreditation.

The programme is run at Dalham Hall Stud, Godolphin's main UK centre at Newmarket. This is a spacious building, which is located within a large stud farm, owned by Godolphin. The trainees' residential accommodation, in Newmarket, is based in a spacious private house and includes facilities for the trainees to study and socialise.

### 2. Brief description of the current provision

Godolphin Flying Start is a two-year management and leadership training programme, which is designed to prepare trainees for professional careers in thoroughbred horse training, breeding or management. The programme is delivered to twelve trainees a year.

The management structure consists of the Programme Manager and Management Assistant, who are assisted by four coordinators, who all have direct day-to-day responsibility for the programme. Communication methods, such as e-mail, and video conferencing are used to maintain communication between the operations in the UK and Ireland.

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

The programme is delivered by managers from Godolphin Stud Management departments and supplemented by visiting thoroughbred experts and visits to leading industry organisations. There is a strong emphasis on personal development and interpersonal and leadership skills.

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

Applicants for the programme must have a strong academic background and experience in the industry.

### 3. Inspection process

The inspection was conducted by one inspector over a day and a half at the premises at Dalham Hall Stud, Newmarket. Discussions were held with the two senior managers (the Programme Manager and UK Coordinator) and several trainees. The inspector visited the local residential accommodation and accompanied the trainees on a visit to Badlingham Manor Stud, where they learnt about the Godolphin Rehoming Scheme for retired racehorses, which are stabled there.

### 4. Inspection history:

Inspection type	Date
Full Accreditation	12 and 18 December 2008

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Interim

15 December 2009

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Re-accreditation

6 and 12 November 2012

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Interim

17 December 2014

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## PART B - JUDGEMENT AND EVIDENCE

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

### INSPECTION AREA - MANAGEMENT, STAFFING AND ADMINISTRATION

#### 1. The provider is effectively managed

- |     |   |   |
|-----|---|---|
| 1.1 | The management structure is clearly defined, documented and understood, including the role and extent of authority of any owners, trustees or governing body.                 | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| 1.2 | The head of the provider and other senior managers are suitably qualified and experienced, understand their specific responsibilities and are effective in carrying them out. | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| 1.3 | There are clear channels of communication between the management and staff and those working at the delivery venue/s.   | <input checked="" type="radio"/> Yes <input type="radio"/> No |

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

#### Comments

Managers are fully aware of all aspects of the operation because they and the trainees make exceptionally good use of modern technology for communication. This includes worldwide cloud computing, on-line telephone services and other social media for meetings, training, feedback and co-ordinators' meetings.

Excellent practice was seen with the frequent communication between both senior managers.

#### 2. The administration of the provider is effective

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

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

#### Comments

Exceptionally spacious and well-equipped facilities for administration purposes

An additional policy for quality assurance would further strengthen the excellent existing policies and provide further assistance to managers to evaluate the students' and other outcomes.

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**

On-going staff appraisal is exceptionally strong and well-targeted to the provider's objectives for trainee outcomes and quality assurance. Employed staff at Godolphin all have documented annual appraisals, which are of a very high standard.

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**

The website, emanating from the Republic of Ireland, is up-to-date and comprehensive.

The provider should consider constructing a separate web page, within the main website, to focus on the Newmarket operation.

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**

An outstanding application process is in place. An effective on-line procedure is used to co-ordinate prospective trainees' qualifications, experience and documentation, such as passport and birth certificate. This represents exceptional practice.

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

- 6.1 There is a clear and published policy on participant attendance and punctuality.  Yes  No
- 6.2 Accurate and secure records of attendance and punctuality at each session are kept for all participants, collated centrally and reviewed.  Yes  No  NA
- 6.3 Participant absences are followed up promptly and appropriate action taken.  Yes  No

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

**Comments**

Attendance is part of the comprehensive handbook, which each trainee signs to show they have read and understood it during enrolment. The expectations set for the trainees, as expressed in the trainee handbook and contract, are high.

There is a comprehensive weekly co-ordinators' report on attendance, which is highly rigorous.

Participants' attendance rates are high.

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

- 7.1 The provider has effective mechanisms for obtaining feedback from participants and other stakeholders (such as staff, partner providers and employers) on all aspects of the provider's provision, including formal participant representation where appropriate.  Yes  No
- 7.2 Feedback is obtained, recorded and analysed on a regular basis.  Yes  No
- 7.3 The feedback is reviewed by management and action is taken where necessary.  Yes  No
- 7.4 There is a mechanism for reporting on the provider's response to the feedback to the participant body.  Yes  No

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

**Comments**

There is a very well documented weekly team meeting with trainees to obtain their feedback.

Additional appropriate opportunities to feedback points to team leaders are available, if required.

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**

A concise and detailed annual report is provided for the United Kingdom Charities Commission.

The trust holds three board meetings annually, where reports from the senior managers are discussed.

There is a comprehensive on-line review of each phase of the programme, which includes appropriately focused action points.

## 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. | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| 9.2 | Classes are timetabled and rooms allocated appropriately for the courses offered.  | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| 9.3 | The allocation of trainers to classes provides for a consistent learning experience and delivery is monitored to ensure consistency.   | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| 9.4 | There is an appropriate policy and effective procedures for the acquisition of teaching and learning resources.  | <input checked="" type="radio"/> Yes <input type="radio"/> No |

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

#### Comments

The timetable and course programme are of an exceptionally high quality and effectively combine theory and practice.

Requests can be made to the managers for the acquisition of teaching and learning resources, although there is no formal policy in place.

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

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

#### Comments

The curriculum is comprehensive and effectively combines theory and practice in an excellent way in order to maximise trainees' progress. The e-portfolio, which is a coursework requirement, combines the trainees' own videos, electronic slide presentations and other material, which is excellent practice.

Excellent progress reviews evidence accuracy, rigour and relevance to the industry.

Trainees are, in the main, already university graduates, with experience in the industry before they join the programme. Therefore, they are very highly qualified.

11. **Trainers are suitable for the courses to which they are allocated and effective in delivering them**

11.1 Trainers are appropriately qualified and experienced.  Yes  No

11.2 Trainers have a level of subject knowledge, pedagogic and communicative skill which allows them to deliver the content of courses effectively.  Yes  No

11.3 The appraisal procedures for trainers incorporate regular classroom observation.  Yes  No

11.4 Trainers are supported in their continuing professional development and enabled to develop further pedagogic techniques to enhance the learning of participants.  Yes  No

11.5 Trainers respond to different learning needs of participants where appropriate, taking various learning styles into account in their planning and delivery of lessons.  Yes  No

11.6 Trainers employ effective strategies to involve all participants in active participation and to check their understanding of concepts and course content.  Yes  No

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

**Comments**

Effective strategies are used to involve participants. These include very good questioning techniques, on areas, which are highly appropriate to the practical operation of a major racecourse.

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**

The use of specialist on-line resources by trainees was noted, as a very good example of technological resources.



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

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

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

**Comments**

There is an excellent progress review process. The frequent individual and weekly group progress reviews and trainees' own weekly journals are an example of outstanding practice. There is high quality tracking documentation, including cumulative marks and grades and detailed and frequent checking of the programme's progress by senior managers.

Participants set their own goals, in collaboration with senior managers. These are reviewed regularly as part of the weekly feedback process. Excellent practice was evidenced in the written reports, by trainees, of their own progress towards their goals.

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

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

**Comments**

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

- |      |   |   |
|------|---|---|
| 15.1 | There is a clear statement of the level claimed relative to the NQF/QCF and evidence that participants who receive the award meet the stated requirements for that level. | <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> NA |
| 15.2 | There is evidence of the extent to which the awards are accepted for the purposes of employment or further study.   | <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> NA |
| 15.3 | External moderators are involved in the assessment process where appropriate.   | <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> NA |

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

**Comments**

16. **There are satisfactory procedures for the administration of examinations and other means of assessment**

- 16.1 The provider complies with the requirements of the relevant awarding bodies in terms of examination security and administration where appropriate.  Yes  No  NA
- 16.2 For internal assessment and awards, there are effective systems in place for examination security and administration, and clear procedures for participants to appeal against their marks.  Yes  No  NA

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

Comments \_\_\_\_\_

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**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

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

Comments \_\_\_\_\_

Very good, up-to-date and relevant information, including key policies, is available both on-line and in the trainees' induction pack.

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. Where possible, participants have access to speakers of their own first language.  Yes  No

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

**Comments**

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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 procedures.  Yes  No

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

**Comments**

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A very clear and comprehensive contract is signed by the trainees. Before signing the contract, the trainees receive a comprehensive trainees' handbook, which details all policies and procedures.

19.3 The inspector advised that the trainees' handbook should also include details of BAC's complaints procedure.

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**

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The residential accommodation and its facilities are of a high standard.

There are also good study facilities in the residential accommodation.

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

- 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**

Appropriate social events are available and informal events are regularly arranged by the trainees. Senior managers organise a welcome and leaving reception.

One outstanding feature is the meeting, that the trainees organise with local alumni, forming excellent networking opportunities for the future.

## 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

### 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

Facilities in the Godolphin centre (Dalham Hall Stud) are excellent.

Procedures to ensure health and safety are excellent. Excellent risk assessment documentation is in place.

25. **Training rooms and other learning areas are appropriate for the courses offered**

- 25.1 Training rooms and other learning areas provide adequate accommodation in size and number for the classes allocated to them.  Yes  No
- 25.2 Training rooms and any specialised learning areas (e.g. laboratories, workshops, studios) are equipped to a level which allows for the effective delivery of each course.  Yes  No  NA
- 25.3 There are facilities suitable for conducting the assessments required on each course.  Yes  No  NA

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

**Comments**

Excellent training facilities for theoretical and practical aspects are available, both at the centre and on trainee visits.

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

- 26.1 Participants have access to sufficient space and suitable facilities for private study, including library and IT resources.  Yes  No  NA
- 26.2 Trainers have access to sufficient personal space for preparing lessons, marking work and relaxation.  Yes  No  NA
- 26.3 Participants and staff have access to space and facilities suitable for relaxation and the consumption of food and drink where appropriate.  Yes  No  NA
- 26.4 Participants and staff have access to storage for personal possessions where appropriate.  Yes  No  NA
- 26.5 There are individual offices or rooms in which trainers and senior management can hold private meetings and a room of sufficient size to hold staff meetings.  Yes  No

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

**Comments**

There are very spacious study areas within the main training rooms.

**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

This course is very professionally administered and run by a small team.

The programme is very well managed and makes good use of up-to-date technology and social media.

Management procedures and associated documentation are of a very high standard.

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

### TEACHING, LEARNING AND ASSESSMENT

#### Provider's strengths

The comprehensive short programme at Newmarket is extremely relevant to trainees' career development and up to date.

Experienced experts provide stimulating and extremely relevant lectures. Theory and practice are very well integrated into the programme's scheme of work.

Trainees' progress is extremely well tracked, combining their own self-assessment towards their goals with incisive reviews by senior managers. The trainees' marks for coursework are systematically logged and evaluated by staff and trainees.

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

### PARTICIPANT WELFARE

#### Provider's strengths

Excellent support is provided to trainees in the training accommodation, on visits and in the residential accommodation. It is geared to meeting the needs of mature trainees very well.

A very comprehensive induction process covers all aspects of health and safety, use of information technology (IT) and details of visits and tours.

Actions required	Priority H/M/L
19.3 Students must be provided with details of BAC's complaints procedure in documentation such as the Trainees' Handbook.	<input type="radio"/> High <input checked="" type="radio"/> Medium <input type="radio"/> Low

**PREMISES AND FACILITIES**

**Provider's strengths**

Excellent location and facilities in Newmarket are well supplemented by facilities on visits and the week's course at the British Racing School.

The training rooms, located within the Godolphin business administration area, are first-class.

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

**RECOMMENDED AREAS FOR QUALITY IMPROVEMENT**

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.

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

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

**COMPLIANCE WITH STATUTORY REQUIREMENTS**