

BRITISH ACCREDITATION COUNCIL INSPECTION REPORT

Short Course Provider (SCP) Reaccreditation Inspection

ORGANISATION: Public Administration International

ADDRESS: 56 Russell Square
London
WC1B 4HP

HEAD OF ORGANISATION: Ms Claire Cameron

DATE OF INSPECTION: 7-8 November 2017

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- Accreditation to be withdrawn.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: 14 Dec 2017

1. Background to the organisation

Public Administration International Limited (PAI/the Provider) was established in 1995 to provide management consultancy and development services for public sector organisations worldwide. Its key objectives are to promote good governance and practice in delivering public services and to provide advice and support for governments undergoing political, economic, structural and legislative change. It is a private limited company, which is based in Russell Square in central London.

The full-time management team comprises two Directors, one programme manager, one administrator, an international projects manager and a head of business development. There are also two part-time financial administrators.

The Provider's specialist United Kingdom (UK) based study programmes are designed for senior public service policy makers, managers, parliamentarians, judges, media representatives and people from Non Governmental Organisations (NGOs) worldwide. PAI also designs bespoke programmes, seminars and workshops, based either in the UK or in participants' own countries, to meet the specific needs of groups or individuals.

PAI also manages a wide range of international development projects funded by organisations such as the UK Foreign and Commonwealth Office, the UK Department for International Development, the Commonwealth Secretariat, the European Commission, the World Bank, the United Nations Development programme and bilateral donors such as the Swedish International Development Agency. These projects take place in Africa, Asia, the Caribbean, Central and Eastern Europe, the Middle East and the Pacific region. These projects are not subject to accreditation by BAC.

2. Brief description of the current provision

PAI currently offers more than 40 open workshops of one to two weeks' duration. These consist of a range of briefing sessions, tutorials, discussion sessions, case studies and visits to key practitioners in central and local governments, parliament, the media, NGOs and the public sector.

The areas covered by the courses include public administration reform, good governance, policy and strategy, human resource management and capacity development, public finance and economic development, legal and judicial reform, information and communications, project and programme management as well as monitoring and evaluation. New workshops include Gender Matters: Integrating gender into development policy and programming, Corporate Governance and Board Effectiveness, Policy-Making: Consulting and involving the public and Trade Policy and Trade Negotiating Skills. Participants are provided with a certificate of attendance.

PAI's workshops are run by part-time consultants, who are drawn from around 27 expert practitioners, and are usually attended by six to twelve delegates, with up to 20 as a maximum.

Two hundred and ten delegates enrolled last year on approximately 45 open and tailored workshops. At the time of the visit one workshop was running with eight participants from Botswana, Ghana, Malawi and Zimbabwe. All were mature people holding senior positions in their own countries. The majority were male.

3. Inspection process

The inspection was conducted by one inspector over a day and a half. Meetings took place with the Directors, the Programme Manager, the Administrator and the Head of Business Development and with the participants as well as the deliverers of the workshop. The inspector also sat in on two teaching sessions, talked to the workshop director and a facilitator, had a tour of the premises, and scrutinised documentation.

4. Inspection history:

Inspection type	Date
Full Accreditation	28-29 October 2009
Interim	6 December 2010
Spot Check	1 March 2011

Supplementary

27 November 2012

Re-accreditation

10 September & 31 October 2013

Interim

7 December 2015

PART B - JUDGEMENT AND EVIDENCE

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

INSPECTION AREA - MANAGEMENT, STAFFING AND ADMINISTRATION

1. The provider is effectively managed

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

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

Comments

The organisation is very well managed. The senior staff are very experienced and have run the organisation for many years very effectively. They offer programmes for very senior international professionals and use similarly experienced senior staff to deliver and contribute to their workshops.

The directors and office staff work in an open plan office and communicate very well with each other. As a result, they work very well as a cohesive, effective and well managed team.

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

Administrative support is provided very effectively by efficient staff.

A new customer relationship management system was introduced in 2016, which is used effectively to produce useful management reports and targeted marketing materials. The dissemination of this system to all staff is managed by the Head of Business Development to ensure that all administrators are familiar with its functionality and how it can be utilised effectively in their work.

Appropriate policies are in place, are regularly updated and are known to staff and, where appropriate, to participants.

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

There are good procedures for the recruitment of staff to ensure that they are suitable for their roles. For example, the last administrative appointment was made after the applicant had spent a trial day working in the offices. As a result, managers are aware of the previous qualifications and experience that potential staff have.

3.1 However, references are not systematically obtained and placed on file together with copies of qualifications and curricula vitae (CVs).

The performance of staff is regularly reviewed in detail. Appropriate future goals are established to be achieved by a stated deadline.

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

New booklets and online information, regarding the workshops offered for 2018, provide up-to-date and useful information on the workshop content. The target audience for each course is communicated clearly. Individual leaflets providing more information are also available on request. Testimonials from past participants are included in the booklets. As a result, prospective delegates can see what benefits the courses have brought to previous delegates.

In 2017, a free workshop place was offered through a competition. This initiative was successful in raising interest in PAI. The winner has just completed the free workshop and has made a video to express her views about the value of the experience. This will be included on the website in order to contribute towards the organisation's publicity.

5. **The provider takes reasonable care to recruit and enrol suitable participants for its courses**

- | | | |
|-----|---|--|
| 5.1 | Entry requirements for each course, including those relating to language ability, are set at an appropriate level and clearly stated in the course descriptions seen by prospective participants. | <input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> NA |
| 5.2 | A formal application process ensures that participants meet the entry requirements and any claimed qualifications are verified. | <input type="radio"/> Yes <input type="radio"/> No <input checked="" type="radio"/> NA |
| 5.3 | The provider replies to all application enquiries promptly and appropriately and briefs all stakeholders properly on the nature and requirements of its programmes. | <input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> NA |
| 5.4 | Any overseas recruitment agents are properly selected, briefed, monitored and evaluated. | <input type="radio"/> Yes <input type="radio"/> No <input checked="" type="radio"/> NA |

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

Comments

Applications from potential participants are dealt with promptly. They are effectively checked to ensure that the programme is suitable and meets the participants' needs.

Applications are appropriately followed up to check on progress when no reply has been received.

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

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

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

Comments

Participants are required to attend all sessions of the workshops. Appropriate records of attendance are accurately maintained.

Unauthorised absences are easily identified as the Programme Manager and Programme Administrator have day-to-day contact with the participants and the Workshop Director. They meet participants as they arrived in the morning and at coffee breaks and lunch breaks. Absences are followed up appropriately and promptly.

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

Participants are required to provide feedback at the end of the workshop and are encouraged to do during the workshop sessions.

The feedback is recorded, analysed and discussed by the workshop leader and the directors. Any action deemed necessary is taken. If this is during the programme, the response and the action to be taken are made known to the participants.

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

PAI has an effective quality management system, which is based on a recognised external quality assurance process. This enables the Provider to manage its processes effectively and, as a result, to achieve a level of performance quality that meets their customers' expectations and requirements.

All feedback is reviewed, workshop reports are analysed and the results are reported to the management. Appropriate action is taken as a result of the feedback. Some reports are very detailed and provide excellent and useful management information. However, there is no standard format for these reviews to ensure consistency and so that useful comparisons can be made to improve the provision.

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

A well established and experienced management team is responsible for all aspects of the workshops including their delivery. As a result, the quality of the workshops is good.

The rooms used for the workshop delivery are of a good size and well equipped. Every effort is made to accommodate the particular needs of the participants. For example, during the inspection, a room in a local hotel was rented at very short notice, due the malfunctioning of the lift in the Provider's premises where the workshop was planned to be delivered. This was because one of the participants was unable to access the training room by means of the stairs.

The workshop leader is present for the entire workshop ensuring continuity and consistency. Sessions are always supported by computer generated illustrations, which were provided to the participants as handouts.

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 type="radio"/> Yes | <input type="radio"/> No | <input checked="" type="radio"/> NA |
| 10.3 | Formative assessments appropriately reflect the nature and standards of summative examinations. | <input type="radio"/> Yes | <input type="radio"/> No | <input checked="" 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 workshops are specifically designed and delivered in order to enable the participants to make good use of the knowledge and skills back in their home countries. They are able to discuss scenarios and case studies with their fellow participants and to develop their understanding of difficult and current issues.

The participants are encouraged to draw up an action plan at the end of the workshop stating how they hope to utilise the knowledge and skills that they have learned when they return home. As a result, they are aware of the benefits of attending the course and can make effective links between the knowledge gained and its practical application.

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

PAI uses very well qualified and experienced trainers. They have worked in senior positions and have an excellent knowledge of the topics that they are covering. As a result, they are able to bring their practical experience of how they have handled difficult issues to assist participants in the discussion of these matters and are able to share the outcome in some cases.

The Director carries out observations of new speakers. However, there is no observation of long-standing contributors, nor of the external visits which are made during the workshops to establish their value. The observations are made only by the Director.

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

Resources are very good and participants have appropriate access to these. They are also provided with electronic copies of the workshop handouts and notes so that they can refer to them on their return home.

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

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

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

Comments _____

The workshops involve no formal assessments. The workshop leaders and speakers give appropriate feedback to the delegates throughout the workshops in discussions.

Any participant, who has any questions, is able to speak to the leader or speaker within or outside the workshop.

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

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 hold responsible positions in their own countries and are often experienced international travellers. As a result, they do not require much pastoral support.

They receive appropriate useful information both prior to and on arrival in the UK to meet their needs and they have the Director's mobile number in case of need.

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

Useful information is provided prior to arrival and also on the first day of the workshop.

International participants are able to refer to PAI's staff for support and additional information in the event that they have any issues during their time on the workshop.

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

The treatment of participants is fair and they have access to both PAI's and BAC's complaints procedures.

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

Participants are provided with good information about the available social and cultural activities, in which they may be interested both before and on arrival.

If participants require any assistance with any aspect of their time whilst attending the workshop, appropriate advice and guidance is provided.

In addition, social interaction takes place during the lunch break when a full lunch is provided. Certificates of attendance are presented on the last day followed by a farewell lunch and an optional sightseeing tour of London.

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

A new lease has just been taken out on the current premises, where training courses can be delivered. Alternative or additional accommodation is easily sourced in local hotels when required.

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

Guidance on health and safety is appropriately displayed, known to staff and provided to participants at the start of the workshops. All visitors are recorded in a diary, which is maintained by the Administrator. This diary is used during fire drills to ensure that everyone leaves the building safely.

The clean toilet facilities in the office premises are adequate for the current number of participants and staff.

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

The training rooms in the office premises are of a good size and equipped with good quality furniture and appropriate electronic equipment. One training room has a large television screen and the other room is to be similarly equipped in the near future.

Alternative hotel training rooms are of a good standard and very well equipped.

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 is no need for private study facilities on these courses.

There is a pleasant kitchen area in the office space where staff and participants are able to make hot drinks and consume refreshments. This also enables good personal interaction outside the training rooms.

Participants and management have the use of the training rooms for relaxation and meetings, when they are not being used for the workshops.

The hotel facilities have good additional facilities for participants, trainers and staff.

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

Management is highly effective. The staff are experienced and knowledgeable about the workshops and their clients.

The administrative support is excellent. The trainers confirmed the high quality of the administrative support they receive.

The processes for the review of staff performance are robust and detailed and enable staff to undertake appropriate additional training.

The workshops are relevant to the participants. They are regularly reviewed and the introduction of appropriate new content areas is well developed and ensures continued improvements are effectively made.

Actions required	Priority H/M/L
3.1 References must be taken up for all new staff and filed together with evidence of qualifications and CVs.	<input type="radio"/> High <input checked="" type="radio"/> Medium <input type="radio"/> Low

TEACHING, LEARNING AND ASSESSMENT

Provider's strengths

The organisation, management and delivery of the workshops are carefully managed and the external visits are well organised and relevant.

Course materials are well developed by experienced and qualified subject experts.

Visiting speakers are of a high quality and good reputation.

Relations between the participants and staff are good and any issues are dealt with sensitively and appropriately.

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

PARTICIPANT WELFARE

Provider's strengths

All participants are provided with appropriate support and information prior to, on arrival and throughout their time in the UK.

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

PREMISES AND FACILITIES

Provider's strengths

The premises are well situated in central London and constitute a pleasant and appropriate environment for delivery of the workshops.

Rooms are of a good size, light, clean, well furnished and equipped.

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 process of dissemination of the new customer relationship management system should continue so that all staff are familiar with the ways in which they can utilise it in their work.

The standardising of workshop reports is recommended to enable easier comparisons to be made.

It is recommended that the Director should continue with the process of observing new speakers and trainers involved in the workshops, and to extend observations to all workshop contributors from time to time. Observations could also be carried out by other members of the management team. Feedback should also be obtained as to the quality of the external visits made during the workshops.

COMPLIANCE WITH STATUTORY REQUIREMENTS