

BRITISH ACCREDITATION COUNCIL INSPECTION REPORT

Short Course Provider (SCP) Re-accreditation Inspection

NAME OF PROVIDER: Hammersmith Management College

ADDRESS: Unit 4, Cambridge Court
210 Shepherds Bush Road
Hammersmith
London
W6 7NJ

HEAD OF INSTITUTION: Mr Sirjeel Khan

DATE OF INSPECTION: 24–25 April 2019

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- Award of accreditation to be withdrawn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: 16 July 2019

PART A – INTRODUCTION

1. Background to the institution

Hammersmith Management College (HMC/the Provider) is a privately-owned organisation which offers short courses in finance and management to adult clients, typically of less than one week's duration.

HMC is based in Hammersmith, West London, where it shares premises with a firm of solicitors. Its management and administration staff are based in these offices, where a few courses are also delivered. Most courses are delivered in meeting rooms in local hotels.

The provider aims to offer a wide range of education and consulting services to individuals and corporate clients worldwide. Through its courses it seeks to develop participants' skills to fulfil both their own career aspirations and their employers' needs.

HMC is a private limited company with a number of shareholders and a sole Director who acts as Managing Director. The Managing Director works closely with another major shareholder, who is the Programme Director. They share management responsibilities and are assisted by a small team of administrative staff. They are, together with two non-executive consultants, members of the Advisory Board at which strategic development of the company is discussed.

HMC was incorporated as a company in 2008, developing from an earlier company, established in 2004, and delivering accountancy qualifications. Until 2013, it operated as a training college with teaching premises and full-time students. In 2013, the company's activities were reviewed, and the full-time college closed. Activities were subdivided into two sister companies with the same senior managers and Advisory Board. HMC offers training courses in the United Kingdom (UK). Its sister company, Hammersmith Training Consult, separately accredited by the BAC, focuses on short professional courses in the UK and overseas for senior business and public sector personnel, mainly from west Africa. The two sister companies share administrative offices and staff.

2. Brief description of the current provision

HMC offers short face-to-face courses, mostly of a few days' duration and principally for local, UK based adult participants. Courses are offered in Recording Management Information, Recording Financial Transactions, Communication and Report Writing Skills, and Problem Solving and Decision Making.

Latterly, all participants have come from the local area, and courses go ahead when minimum numbers of participants have been registered. One course only was delivered in 2018, to four participants. The course operating during the inspection was also for four participants and was preceded by a small number of small courses earlier in 2019 on which a total of 14 participants were enrolled. All the delegates were over the age of 18 and of British origin.

Further courses are scheduled for 2019, on which small numbers of participants are expected to be enrolled.

3. Inspection process

The inspection was conducted by one inspector over two days. The administrative premises were inspected. Meetings were held with the Managing Director, the Programme Director, the Welfare Officer who is also the Senior Administrator, the Facilities Manager, the Course Leader, who was also the principal tutor on the course in operation, and with the course participants. Documents were scrutinised and segments of two course sessions were observed. The managers and staff were fully cooperative during the inspection.

4. Inspection History

| Inspection Type | Date |
|---------------------------|------------------------|
| Full Accreditation | 24 July 2006 |
| Interim | 4 June 2007 |
| Re-accreditation | 27 - 28 September 2010 |
| Supplementary | 19 August 2011 |
| Re-accreditation | 26 - 27 February 2015 |
| Supplementary inspection: | 20 April 2016 |
| Interim | 15 June 2017 |

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. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> 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="checkbox"/> Yes | <input type="checkbox"/> 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="checkbox"/> Yes | <input type="checkbox"/> No |

This standard is judged to be:

Met Partially Met Not Met

Comments

The organisation chart represents management arrangements accurately and is well understood by all staff. The Managing Director and Programme Director, both significant shareholders, are long standing colleagues and taught together previously in another institution.

They have extensive experience in their professional fields and in teaching, training and management of educational organisations. They work together very effectively and complementarily, with clearly defined and specific areas of responsibility. In consequence, the organisation is well and closely managed. Management is effective and there is a clear focus on providing courses of high quality.

The senior managers work with a pool of trainers, many of whom have worked with HMC for a considerable number of years, and some of whom also work as trainers for the sister company, HTC. The Programme Manager is in regular contact with trainers. One of the senior managers and members of the core permanent administrative staff visit the course venue during courses to communicate with trainers and participants. Communication with trainers is, therefore, effective.

2. The administration of the provider is effective

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|-----|---|---|-----------------------------|
| 2.1 | Administrators are suitably qualified or experienced and understand their specific responsibilities and duties. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> 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="checkbox"/> Yes | <input type="checkbox"/> No |
| 2.3 | The administrative support available to the management is clearly defined, documented and understood. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| 2.4 | Policies, procedures and systems are well documented and effectively disseminated across the provider. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| 2.5 | Data collection and collation systems are effective. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |

This standard is judged to be:

Met Partially Met Not Met

Comments

There is a small team of suitably qualified administrative staff who have worked for the company for many years, combining this with similar work for the sister company. Responsibilities are set out in concise job descriptions, and all staff are clearly aware of their own responsibilities and duties and those of others. The organisation chart reflects arrangements accurately. Staff are able, experienced and committed. These features ensure an efficient organisation, focused on the interests and needs of the clients.

Policies are well documented and collated in handbooks for staff and participants. Key documents are also available on the website. Administrative procedures are well developed, understood and followed. This ensures the smooth running of the organisation and its efficient administration. However, some procedures are not fully documented. While this may not be necessary for the current long-serving staff, it would be detrimental if any member of staff were to have protracted absence, or to leave.

Information on enrolment of participants and feedback from them is effectively collated centrally.

3. The provider employs appropriate managerial and administrative staff

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|-----|--|---|-----------------------------|
| 3.1 | There are appropriate policies and effective procedures for the recruitment and continuing employment of suitably qualified and experienced staff. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| 3.2 | Experience and qualifications claimed are verified before employment. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| 3.3 | There is an effective system for regularly reviewing the performance of staff. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |

This standard is judged to be:

Met Partially Met Not Met

Comments

There are appropriate and effective policies and procedures for recruiting staff. While all staff involved are familiar with the recruitment practices, not all policies and procedures are fully documented.

Experience and qualifications are verified before employment. Copies of qualifications are maintained on files and curricula vitae are held for all staff and trainers.

The performance of the administrative staff is reviewed through conversations as the need arises. It is also reviewed effectively as part of an annual assessment of working hours and arrangements. The methods used at present are effective and appropriate for the scale of the current operation.

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

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|-----|--|---|--|
| 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. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| 4.2 | Information on the courses available is comprehensive, accurate and up to date. | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |

This standard is judged to be:

Met Partially Met Not Met

Comments

The printed prospectus gives a brief and accurate overview of HMC's activities. This is provided to prospective participants calling in to the office.

The website is clear and up to date. The information on short courses is succinct and gives prospective applicants accurate information on the target audience for the courses, their content outline and structure.

4.2 Information on what is included in local fees is available in the Terms and Conditions document. It is not included in the fees list. Prospective applicants may, therefore, have some difficulty in finding information about what the fees include on the website. The information on course duration, organisation and fees for international applicants is not clear.

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|---|---|---|
| 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 type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> NA |
| 5.2 | A formal application process ensures that participants meet the entry requirements and any claimed qualifications are verified. | <input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> 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="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA |
| 5.4 | Any overseas recruitment agents are properly selected, briefed, monitored and evaluated. | <input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> NA |

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

Comments

Courses do not have entry requirements although the details for each course clearly set out the target clientele.

Participants confirmed that their queries, whether by telephone, face to face in the office, or by email, were effectively and very promptly answered. The close contact between the delegates and the Provider's staff ensures that delegates are appropriately suited to the course for which they enroll.

The Provider does not make use of overseas recruitment agents.

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| 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. | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> 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="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA |
| 6.3 | Participant absences are followed up promptly and appropriate action taken. | <input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> NA |

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

Comments

The terms and conditions are available on the website and include clear expectations regarding attendance and participation. They are also sent out to participants in advance and reiterated during induction. As a result, the attendance and participation expectations are clear to the participants and this sets a positive and purposeful tone for each course.

Attendance records with time of arrival are completed by participants for each session and centrally collated. This makes it clear to participants that records are kept and helps to promote good attendance.

Course certificates are issued for those who have attended a course satisfactorily. While excessive absence would preclude issuing such a certificate, attendance requirements for issuing a certificate are not specified in writing. Setting out clearly the attendance requirement for receipt of a certificate would make expectations clearer and reduce grounds for client dissatisfaction if a certificate is not issued.

The provider has, on occasions, made special arrangements for a participant to complete a course element missed on justifiable grounds. This is supportive and represents good practice.

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| 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. | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |

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|-----|--|---|---|
| 7.2 | Feedback is obtained, recorded and analysed on a regular basis. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| 7.3 | The feedback is reviewed by management and action is taken where necessary. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| 7.4 | There is a mechanism for reporting on the provider's response to the feedback to the participant body. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No <input type="checkbox"/> NA |

This standard is judged to be:

Met Partially Met Not Met

Comments

Verbal feedback is obtained during the course. This feedback is directed, by the participants, to the trainer or to the administrative or management staff during their visits to the course venues. The timetable provides for an extended lunch break, during which participants eat together with trainers. This provides useful opportunities to elicit and receive informal feedback from participants. Written feedback is elicited on the final day of each course. This is fully analysed and collated by the Senior Administrator and reviewed by the Programme Director, who takes action accordingly.

Where appropriate, items arising from feedback are discussed at the regular meetings of senior management and administrative staff, and action is taken as appropriate. This helps to ensure that the results of the feedback lead to an improvement in quality.

Feedback arising during a course relating to arrangements such as finishing or break times or food and beverage provision, is acted upon immediately when appropriate and communicated to the participants. This conveys to participants that their views are taken into account. When arrangements cannot be changed, this is explained.

8. The provider has effective systems to review its own standards and assess its own performance with a view to continuing improvement

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|-----|--|---|-----------------------------|
| 8.1 | There are effective systems for monitoring and periodically reviewing all aspects of the provider's performance. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| 8.2 | Reports are compiled which present the results of the provider's reviews and incorporate action plans. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| 8.3 | Action plans are implemented and regularly reviewed. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |

This standard is judged to be:

Met Partially Met Not Met

Comments

Management and administrative staff meet formally once each year to review company performance and direction. The Advisory Board also meets once each year and provides input on the strategic development of the company. In addition, there is considerable and frequent discussion between the two senior managers and between managers and administrative staff, with input from members of the pool of trainers. They review performance and feedback on a regular basis on these occasions.

The analysis of data, including participant feedback, is carried out effectively and used well to review performance. A course review meeting is held after each course. These measures ensure that feedback from participants is considered and informs changes made to courses and operations.

As a result, performance review is an evident focus of the staff and is well handled.

INSPECTION AREA – TEACHING, LEARNING AND ASSESSMENT

9. Programme management is effective

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|-----|---|---|-----------------------------|-----------------------------|
| 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="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> NA |
| 9.2 | Classes are timetabled and rooms allocated appropriately for the courses offered. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> NA |

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|-----|--|---|-----------------------------|-----------------------------|
| 9.3 | The allocation of trainers to classes provides for a consistent learning experience and delivery is monitored to ensure consistency. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> NA |
| 9.4 | There is an appropriate policy and effective procedures for the acquisition of academic resources. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> NA |

This standard is judged to be:

Met Partially Met Not Met

Comments

The Programme Manager has overall responsibility for the content and delivery of courses. He has extensive experience in academic management from his current work and his work at other institutions prior to HMC. He is assisted in his work by the Course Leader and the Senior Administrator. All people involved in programme management have considerable experience. The Managing Director and Programme Director are highly experienced lecturers and trainers and continue to teach on courses. These arrangements ensure that the trainers are well supported and assisted by colleagues with experience and credibility.

The timetable provides for an extended lunch break, during which participants eat together with trainers and visiting HMC staff. This is a valuable part of each course. Rooms are allocated appropriately according to the size of the group.

Arrangements for acquiring and providing academic resources are good. Teaching resources are centrally prepared under the Programme Manager, incorporating suggestions from trainers, the Course Leader and the Senior Administrator. They draw upon online resources and specific business and management resources from subscription publications and services. The Course Leader and Senior Administrator scan publications and websites on a regular basis to refresh and renew resources. These arrangements ensure consistency of courses and are an important aspect of quality assurance.

10. The courses are planned and delivered in ways that enable participants to succeed

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|------|---|---|-----------------------------|--|
| 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="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> 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="checkbox"/> Yes | <input type="checkbox"/> No | <input checked="" type="checkbox"/> NA |
| 10.3 | Formative assessments appropriately reflect the nature and standards of summative examinations. | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input checked="" type="checkbox"/> NA |
| 10.4 | Participants are encouraged and enabled to develop independent learning skills. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> 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="checkbox"/> Yes | <input type="checkbox"/> No | |

This standard is judged to be:

Met Partially Met Not Met

Comments

Courses are not assessed and are designed to enhance general professional skills and perspective. The short duration and the nature of the courses means that independent learning skills are developed to the extent that is possible and meets the needs of the participants.

The delivery of short courses is adjusted in detail to the background and requirements of participants. Trainers draw on the experience of participants and, where appropriate, relate content to their specific needs.

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

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|------|--|---|-----------------------------|
| 11.1 | Trainers are appropriately qualified and experienced. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| 11.2 | Trainers have a level of subject knowledge, pedagogic and communicative skill which allows them to deliver the content of courses effectively. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| 11.3 | The appraisal procedures for trainers incorporate regular classroom observation. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |

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|------|--|---|-----------------------------|--|
| 11.4 | Trainers are supported in their continuing professional development and enabled to develop further pedagogic techniques to enhance the learning of participants. | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input checked="" type="checkbox"/> 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. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No | |
| 11.6 | Trainers employ effective strategies to involve all participants in active participation and to check their understanding of concepts and course content. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No | |

This standard is judged to be:

Met Partially Met Not Met

Comments

HMC draws on an established pool of well-qualified and experienced trainers.

Regular and appropriate classroom observations of trainers take place. The observations are recorded making use of a straightforward and well-designed form and provide helpful and constructive feedback.

The courses planned include a variety of activities, including written exercises undertaken individually or in pairs or small groups and group discussion.

In course delivery, use is made of a variety of methods, such as appropriate questioning techniques to check understanding and recall. Questions may be addressed to the whole group or directed to individuals. Individuals may be called upon to explain a concept to the group, to work on exercises in pairs or small groups or to take part in group discussion.

The variety of exercises planned and the range of activities used by the trainers in delivery of prepared materials caters for the different learning styles of participants. This helps to ensure that courses address the needs and interests of all participants and enhance their learning.

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 used during courses are prepared and collated centrally. Participants are provided with a memory stick at the end of their course with all presentations and learning materials used. This is appreciated by participants and is an example of good practice. Participants are also provided with an online link to the learning materials used in courses.

Trainers may also access online resources to which the provider subscribes.

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

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|------|---|---|-----------------------------|--|
| 13.1 | Feedback is given to individual participants tailored to meet their specific needs and constructive in its nature and delivery. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> 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="checkbox"/> Yes | <input type="checkbox"/> No | <input checked="" type="checkbox"/> 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="checkbox"/> Yes | <input type="checkbox"/> No | <input checked="" type="checkbox"/> NA |
| 13.4 | Participants are made aware of how their progress relates to their targeted level of achievement. | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input checked="" type="checkbox"/> 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="checkbox"/> Yes | <input type="checkbox"/> No | <input checked="" type="checkbox"/> NA |
| 13.6 | Participants have appropriate access to trainers outside class time. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> NA |

This standard is judged to be:

Met Partially Met Not Met

Comments

Feedback is provided to individuals during the training sessions and additionally, during breaks. Feedback observed being delivered was positive and constructive.

There is no assessment of participants, although they receive a certificate of attendance, if their attendance is satisfactory.

Participants have access to trainers during refreshment breaks and over the extended lunch.

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 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

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

This standard is judged to be:

Met Partially Met Not Met

Comments

All participants are adults, and, currently, all reside locally. As a result, their welfare needs during the short courses offered are limited.

In addition to the trainer, two other members of staff have a responsibility for welfare. Primary responsibility rests with the Welfare Officer, but the Facilities Manager also offers advice on accommodation and other practical matters.

The induction includes appropriate material relevant to the welfare of adults, principally on health and safety, medical care, and contact details of senior staff are provided, including mobile telephone numbers. The Facilities Manager carries a company mobile telephone for out-of-hours emergencies, and participants are given this number.

HMC has a clear abusive behaviour policy included in the handbook, and available on the website.

The policy on radicalisation and extremism is succinct but relevant and posted to the website. The provider has undertaken risk assessments, which are appropriate to the scale, context and nature of the organisation and courses. Risk assessments were discussed at a meeting of management and administrative staff, who have undertaken appropriate training in the area.

18. International participants are provided with specific advice and assistance

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|------|---|---|-----------------------------|
| 18.1 | International participants receive appropriate advice before their arrival on travelling to and staying in the UK. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| 18.2 | International participants receive an appropriate induction upon arrival covering issues specific to the local area. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| 18.3 | Information and advice specific to international participants continues to be available throughout the course of study. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| 18.4 | Provision of support takes into account cultural and religious considerations. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |

This standard is judged to be:

Met Partially Met Not Met NA

Comments

HMC is currently enrolling only locally based participants. Were international participants to be accepted, the policies and procedures for advice and assistance on HTC courses would be applied, with the same staff involved. The arrangements that are in place, should international participants be recruited, were evaluated.

International participants are sent details of residential accommodation and transport. Airport transfers can be arranged on request. The Facilities Manager answers queries applicants may have before arrival and during courses.

The Welfare Officer is familiar with the needs of visiting adult participants, and the Facilities Manager is experienced in offering advice on residential accommodation. A slide presentation is available for use in the induction of international participants, and both Welfare Officer and Facilities Manager would be available during courses to provide continuing support during their visits to course venues.

Management and staff are used to working with participants from different cultural and religious backgrounds and are attuned to their needs and concerns.

19. The fair treatment of participants is ensured

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|------|---|---|-----------------------------|
| 19.1 | Participants apply for and are enrolled on courses under fair and transparent contractual terms and conditions. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| 19.2 | Participants have access to a fair complaints procedure of which they are informed in writing at the start of the course. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| 19.3 | Participants are advised of BAC's own complaints procedure. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |

This standard is judged to be:

- Met Partially Met Not Met

Comments

Contractual Terms and Conditions are available online, sent to participants before arrival and reissued on arrival. They are fair.

Participants making a complaint are asked to complete an incident form. Procedures to be followed in the event of complaints are set out in the handbook that is sent to participants before arrival. There is reference in the complaint's procedure to BAC's own complaints procedure.

20. Where residential accommodation is offered, it is fit for purpose, well maintained and appropriately supervised

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|------|--|------------------------------|---|
| 20.1 | Any residential accommodation is clean, safe and of a standard which is adequate to the needs of participants. | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 20.2 | Any residential accommodation is open to inspection by the appropriate authorities, including Ofsted where participants under 18 are accommodated. | <input type="checkbox"/> Yes | <input type="checkbox"/> No <input type="checkbox"/> 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. | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 20.4 | A level of supervision is provided appropriate to the needs of participants. | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 20.5 | Separate accommodation blocks are provided for participants under 18. | <input type="checkbox"/> Yes | <input type="checkbox"/> No <input type="checkbox"/> NA |

This standard is judged to be:

- Met Partially Met Not Met NA

Comments

International participants arrange their own 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

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|------|---|------------------------------|-----------------------------|
| 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. | <input type="checkbox"/> Yes | <input type="checkbox"/> 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. | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 21.3 | The provider has appropriate contracts in place with any hosts, clearly setting out the rules, terms and conditions of the provision. | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 21.4 | Appropriate advice and support is given to both hosts and participants before and during the placement. | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 21.5 | Clear monitoring procedures are in place with opportunities for participant feedback and prompt action taken in the event of problems. | <input type="checkbox"/> Yes | <input type="checkbox"/> 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. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| 22.2 | The social programme is responsive to the needs and wishes of participants. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No <input type="checkbox"/> NA |
| 22.3 | Any activities within the social programme have been chosen with consideration for their affordability by the majority of participants. | <input type="checkbox"/> Yes | <input type="checkbox"/> No <input checked="" type="checkbox"/> NA |
| 22.4 | Any activities organised by the provider are supervised by a responsible representative with suitable qualifications and experience. | <input type="checkbox"/> Yes | <input type="checkbox"/> No <input checked="" type="checkbox"/> NA |

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

For locally resident participants no social programme is arranged.

The Facilities Manager is used to providing international participants with information on eating out, places to visit and shopping.

For international participants a sightseeing visit is included and arranged by the Facilities Manager.

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. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> 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. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> NA |

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

HMC shares premises with a firm of solicitors, occupied under a licence agreement. While some courses may be run in these premises, most are operated in nearby hotels. The provider has long established relationships with a number of good quality local hotels which offer meeting rooms and are accommodating in making any changes in arrangements needed at short notice.

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. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| 24.2 | The premises are maintained in an adequate state of repair, decoration and cleanliness. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> 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. | <input type="checkbox"/> Yes | <input type="checkbox"/> No <input checked="" type="checkbox"/> NA |
| 24.4 | General guidance on health and safety is made available to participants, staff and visitors. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| 24.5 | There is adequate signage inside and outside of the premises and notice boards for the display of general information. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> 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. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| 24.7 | There are toilet facilities of an appropriate number and level of cleanliness. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| 24.8 | There is adequate heating and ventilation in all rooms. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |

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

The administrative premises provide clean, comfortable and spacious accommodation for administrative staff. A large meeting room is used for meetings and, occasionally, for courses.

Access to the premises is restricted, and visitors ring a bell to secure entry to the reception area.

There is health and safety signage in the administrative premises. During courses, the induction session includes basic information on health and safety, including emergency arrangements for evacuation. The hotel visited as part of the inspection had appropriate health and safety signage in place.

The reception area at the administrative offices is spacious and provides comfortable seating for visitors.

Toilets, heating and ventilation are adequate in all premises seen, the administrative offices and the course venue.

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. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> 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. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| 25.3 | There are facilities suitable for conducting the assessments required on each course. | <input type="checkbox"/> Yes | <input type="checkbox"/> No <input checked="" type="checkbox"/> NA |

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

Training rooms are hired according to the size of the group enrolled on a course. The room in use during the inspection was of generous dimensions for the small group size and equipped with a flip chart, projector and screen.

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. | <input type="checkbox"/> Yes | <input type="checkbox"/> No <input checked="" type="checkbox"/> NA |
| 26.2 | Trainers have access to sufficient personal space for preparing lessons, marking work and relaxation. | <input type="checkbox"/> Yes | <input type="checkbox"/> No <input checked="" type="checkbox"/> NA |

| | | | | |
|------|---|---|-----------------------------|--|
| 26.3 | Participants and staff have access to space and facilities suitable for relaxation and the consumption of food and drink where appropriate. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> NA |
| 26.4 | Participants and staff have access to storage for personal possessions where appropriate. | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input checked="" type="checkbox"/> 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. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No | |
| 26.6 | Administrative offices are adequate in size and resources for the effective administration of the provider. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No | |

This standard is judged to be:

Met Partially Met Not Met

Comments

Courses do not include private study, and no library or information technology facilities are provided. Locally based participants may access online resources at home. International participants may access wireless internet access in their hotel rooms. All participants have wireless access in meeting rooms.

Trainers are engaged for specific courses and undertake all preparation at home.

Refreshments are provided in the meeting room during the delivery of courses and there are public areas in the hotel which participants may use during breaks. Lunch in a local restaurant is included in the course fees.

Management and administrative staff occupy comfortable offices with ample space for undertaking work and meeting with colleagues and visitors. There is a large meeting room that is used for the meetings of staff and trainers.

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

There is a core team of able, committed and experienced managers and administrators used to working together. This provides for strong, effective and coherent management and administration.

Managers are entrepreneurial and flexible, looking for ways to take to company forward.

| Actions Required | Priority H/M/L |
|--|---|
| 4.2 Information on what is included in the fees for local applicants must be included as part of the other fee information on the website. | <input checked="" type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low |
| 4.2 Clear information about the courses, including their duration and cost, must be provided on the website. | <input checked="" type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low |

TEACHING, LEARNING AND ASSESSMENT

Provider's Strengths

HMC draws on a pool of highly qualified and experienced trainers for its courses.

Teaching is engaging and effective.

Course materials are of high quality and provided to participants in electronic form or online.

Student satisfaction with courses is high.

| Actions Required | Priority H/M/L |
|------------------|--|
| None | <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low |

PARTICIPANT WELFARE

Provider's Strengths

There is an evident concern for the welfare of the adult participants.

| Actions Required | Priority H/M/L |
|------------------|--|
| None | <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low |

PREMISES AND FACILITIES

Provider's Strengths

High quality premises are used for training.

| Actions Required | Priority H/M/L |
|------------------|--|
| None | <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low |

RECOMMENDED AREAS FOR IMPROVEMENT

To be reviewed at the next inspection

The provider is recommended to document all administrative procedures to ensure efficient operations continue should key staff leave.

It is recommended to set out conditions under which a certificate of attendance is issued or withheld. This would reinforce attendance expectations and reduce the likelihood of problems arising when certificates are not issued.

COMPLIANCE WITH STATUTORY REQUIREMENTS