

BRITISH ACCREDITATION COUNCIL INSPECTION REPORT

INTERIM INSPECTION (Short Course Provider)

PROVIDER: Euromoney Learning

ADDRESS: 8 Bouverie Street
London
EC4Y 8AX

HEAD OF PROVIDER: Mr Guy Cooper

ACCREDITATION STATUS: Accredited

DATE OF INSPECTION: 10 December 2019

ACCREDITATION COMMITTEE DECISION AND DATE:
Continued accreditation 26 March 2020

PART A – INTRODUCTION

1. Background to the provider

Euromoney Learning (EL/the Provider) was originally established as Euromoney Training Group in 1988. It is a subsidiary of Euromoney Institutional Investor Public Limited Company (PLC), which is an international business to business group focused on the banking, finance, legal, energy, metals and commodities sectors. EL runs training courses aimed at the financial and commodities markets as well as bespoke in-house courses. Courses are offered in areas such as banking and finance, leadership and management development and energy and metals.

The Provider is headed by the Managing Director, who reports to the Chief Executive. The Managing Director is supported by a Special Projects Officer and senior managers from operations, sales, events and logistics. The Provider's head office is based in London. It also has locations in New York, Sofia, Montreal and Hong Kong, but these are not covered by the BAC accreditation.

The Provider's aim is to be the world leading provider of premium courses, which follow a standard curriculum aimed at specific industry sectors, as well as delivering tailored, in-company learning conducted via electronic media for its international target markets. The training venues are four or five-star hotels in Central London.

A restructure of some departments was undertaken at the end of 2018. The organisation now carries the title of Euromoney Learning, rather than Euromoney Learning Solutions, as it was previously known.

2. Brief description of the current provision

EL is a leading provider of specialised public, in-house and e-learning courses. The courses are targeted at industry professionals working in the finance, legal, energy, infrastructure, construction, telecommunications and metals and mining sectors, who wish to develop their skills and knowledge in these areas and specialise in a particular area, such as project finance. In addition, it provides courses aimed at developing board level executives and interpersonal business skills. Ten new course titles have been added since the beginning of 2018.

EL offered 257 public courses across 23 subject areas in 18 countries during 2019. Of these, 110 public courses are available in the United Kingdom (UK) across all sectors. Most of these are run in London. Course duration is usually three to five days, with multiple start dates. The courses are delivered by freelance specialists. A total of 1,124 participants had attended UK-based courses over 2019.

The majority of participants on the public courses, which provide face-to-face training, are from outside the UK and Europe, representing a wide range of countries. These participants are almost wholly sponsored by their employers.

At the time of the inspection there were 34 participants. The majority of participants were male, mainly from Africa and Middle Eastern countries. Other countries represented were Russia, Spain, the British Virgin Islands and Azerbaijan.

All of EL's participants are over the age of 18 years and comprise early to mid-career professionals.

3. Inspection process

The inspection was carried out over one day by one inspector who visited one training venue and the Head Office. Interviews were held with the Managing Director, the Special Projects Officer, senior managers from operations, sales, events and logistics, as well as with a temporary member of the logistics team who attends

venues where multiple courses are hosted on the same day. A discussion also took place with the Chief Learning Officer. Course observations were carried out and meetings were held with participants and with a trainer. The Provider co-operated fully with the inspection and the documentation requested was made readily available.

4. Inspection History

Inspection Type	Date
Full Accreditation	21 & 23 September 2009
Interim	5 October 2010
Re-accreditation	12-13 November 2013
Interim	26 February 2015
Re-accreditation	11, 12 & 14 September 2017

PART B – JUDGEMENTS AND EVIDENCE

The following judgments and comments are based upon evidence seen by the inspector during the inspection and from documentation provided by the institution.

1. Significant changes since the last inspection

Changes since the last inspection relate to a restructuring of the Sales, Marketing and Events functions, the introduction of ten new courses and a drive to focus on bespoke, in-company provision.

The Provider's future plans include the development of online learning for bespoke in-company provision.

2. Response to actions points in last report

5.1 The Provider must ensure that publicity materials are specific as to the level of spoken and written English required for each course.

Publicity materials now include relevant information relating to the level of English required for each course.

10.5 The Provider must ask for detailed information on participants' professional and academic backgrounds prior to each course to ensure that course delivery can be more closely tailored to participant need.

The request for this information is clearly included as a requirement in the joining instructions for participants. For certain courses, additional information is requested in advance on specific topics that a participant requires to be covered.

3. Response to recommended areas for improvement in last report

The Provider should include information in publicity materials on provision for participants with disabilities and ensure that publicity materials are accessible.

Participants who require special access are advised to contact the head office team in advance of the course and the invitation to do so is sent with the joining instructions. In practice, the conversation with the sales and logistics team will happen at an earlier stage, if the requirement is significant. Participants with other needs, such as visual or hearing impairments, have access to electronically prepared materials prior to enrolment.

The Provider should develop a detailed person specification for the trainer role.

A suitable detailed person specification has been developed for the trainer role.

The Provider should encourage peer observations as part of trainer continuing professional development.

Given the nature of the trainer pool and the busy teaching schedule, observations are undertaken by the Course Relationship Managers and the Chief Learning Officer attending classes, particularly where new trainers are presenting or as part of periodic reviews. It is intended to introduce a standard observation procedure pro-forma for the experienced staff team so that examples of good practice can be collated across the trainer pool and communicated to the pool and staff.

4. Compliance with BAC accreditation requirements

4.1 Management, Staffing and Administration (spot check)

The standards are judged to be:

Met Partially Met Not Met

Comments

EL has a clearly defined staff structure with clear accountabilities. There are effective management and face-to-face team meetings which enable the exchange of information and action planning. Each team member is responsible for recording and executing those actions assigned to them. The actions arising from team meetings are recorded electronically, within an online employee engagement platform, which senior managers are able to view.

The Managing Director is responsible for developing, with the Chief Executive Officer, the strategy for EL, involving senior managers as appropriate. The process feeds into the setting of organisational objectives and performance indicators, which are communicated to the staff and which feed into the appraisal process and target setting.

The staff handbook is comprehensive and contains relevant policies and procedures. It is in the process of being updated by the Human Resources (HR) function. The administrative offices are well-sized and fit for purpose. Logistics venue-only staff, who are self-employed, attend venues when more than one or two courses are running. These are experienced individuals with health and safety and events backgrounds. Their presence is effective in overseeing the well-being of participants and the administration of several courses running at the same location.

There is a clear process for staff recruitment and a minimum three-month probationary period. Staff appraisals occur on an annual basis with quarterly performance reviews for the Sales team.

The Provider takes care to recruit appropriate professionals to its courses. If a course were deemed to be unsuitable, the client is given various options from attending a different course to a refund of fees. Participants confirmed that they receive a high level of customer care.

Attendance lists are taken and are submitted to the Head Office, which provides participants with a certificate of attendance. Any issues relating to attendance are followed up promptly by the sales team.

Client feedback is essential to the Provider so that any shortcomings can be addressed at the earliest opportunity. Participants are encouraged to inform the logistics venue-only team member or on-site staff of any issues they encounter and, where necessary, the Head of Logistics and the Managing Director will take appropriate and immediate action when matters of significance arise.

The Managing Director provides regular business updates to the staff team every six weeks to apprise them of the performance of EL. Information relating to EL is shared with internal stakeholders via an interactive digital platform that records key activities. These measures ensure that the business aligns to both strategic objectives and market conditions. Organisational performance is regularly reviewed and monitored across the business through regular team meetings and performance reviews for marketing and sales staff.

4.2 Teaching, Learning and Assessment (spot check)

The standards are judged to be:

Met Partially Met Not Met

Comments

An experienced and committed team is responsible for the delivery of courses, the review of trainer performance and participants' experience. The trainers are highly qualified and experienced, both in a professional capacity and they are tested for their ability to design and deliver structured courses prior to appointment.

Appropriate activities are offered to trainers following the recruitment and induction processes, with Train the Trainer initiatives and ongoing coaching and support for the trainer pool. The trainers interviewed confirmed this to be the case. The Chief Learning Officer continuously reviews the quality of trainer performance through observation and follows up with coaching where there are perceived needs.

The training rooms used during the inspection were appropriate for the courses allocated to them. They were of a good size and equipped with screens of appropriate dimensions. These aspects are important where items such as financial information or graphical material are being presented.

Trainers make use of different techniques to check understanding, including question and answer sessions to re-cap on the previous day's content, as well as group work and case studies, which enable participants to learn from each other. Each of the observed sessions included either a group exercise or preparation for a case study, requiring teams to report back to the whole class.

Participants are asked for information on their experience to assist trainers in structuring their presentations. Trainers are available during the course to provide assistance to participants on any subject matter that requires further clarification.

4.3 Participant Welfare (spot check)

The standards are judged to be:

Met Partially Met Not Met

Comments

The availability of a dedicated logistics venue-only team member, as well as additional on-site staff resources during the courses ensures that participants' needs are met. Issues that may arise are dealt with immediately.

Participants confirmed that they had received a good introduction to their course, during which they exchange information on their experience.

A review which assesses the risks associated with extremism and radicalisation and the updating of staff in this area have not yet been woven into the procedures of the Provider, which will require a suitable policy and a risk assessment appropriate to client groups, with related staff training. The issue was discussed with the Managing Director and Special Projects Manager in terms of actions that should be taken.

Participants confirmed that they receive appropriate information, including terms and conditions and joining instructions, in advance of their course. Participants interviewed confirmed the efficiency of the Provider in responding to their queries and they are encouraged to contact the sales team should they require any other specific information.

Any participant dissatisfaction or complaints are dealt with as soon as they become apparent. Venue staff and trainers ask participants for feedback during the courses and to articulate any concerns on the post-course electronic evaluation forms. The Special Projects Manager confirmed that BAC's own procedures were confirmed to be the failsafe in the event that an issue is not resolved to the participant's satisfaction. However, there is no written policy or guidance for participants to follow.

4.4 Premises and Facilities (spot check)

The standards are judged to be:

Met Partially Met Not Met

Comments

The head office premises are secure, with appropriate signage. There is a staffed reception area on the ground floor.

The office accommodation is located on the first floor. It is spacious and clean, with ample workstations and break out areas for team or group meetings.

The courses are run at high quality hotels which offer excellent facilities, including all-day catering. There are break-out areas where participants and trainers can convene outside of the training rooms.

4.5 Compliance Declaration

Declaration of compliance has been signed and dated.

Yes No

PART C – SUMMARY OF STRENGTHS AND ACTION POINTS

STRENGTHS

The Provider has a motivated staff team which is aware of its duties and which is well informed about the development of the business.

The trainer pool is experienced and is supported by the Chief Learning Officer who is responsible for the quality and effectiveness of training.

Participants are well supported during their courses and there is excellent on-site support via the staff team attending the venues.

Customer care and reputation are key to the Provider’s success and thus resources are dedicated to ensuring that participant dissatisfaction is addressed immediately.

ACTIONS REQUIRED

The Provider must devise a policy relating to the risks associated with extremism and radicalisation, which includes annual risk assessments and staff training.

High Medium Low

RECOMMENDED AREAS FOR IMPROVEMENT *(to be reviewed at the next inspection)*

It is recommended that effective arrangements are put in place to observe trainers against standard criteria so that recording of key learning points and evidence of good practice are embedded and shared.

It is recommended that a complaints policy is made available to participants, outlining the process that EL will follow, and which also references BAC’s complaints procedure.

COMPLIANCE WITH STATUTORY REQUIREMENTS - FURTHER COMMENTS, IF APPLICABLE

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