

BRITISH ACCREDITATION COUNCIL INSPECTION REPORT

INTERIM INSPECTION (Short Course Provider)

PROVIDER: Hammersmith Training Consult

ADDRESS: 4 Cambridge Court
210 Shepherd's Bush Road
London
W6 7NJ

HEAD OF PROVIDER: Mr Sirjeel Khan

ACCREDITATION STATUS: Accredited

DATE OF INSPECTION: 17-19 March 2020

ACCREDITATION COMMITTEE DECISION AND DATE: Continued accreditation, 16 July 2020

PART A – INTRODUCTION

1. Background to the provider

Hammersmith Training Consult (HTC/the Provider) is a private limited company that offers short courses, typically of one to two weeks' duration, in areas such as human resources, corporate governance, leadership, management and communications.

HTC has an administration office in Hammersmith, London. It has first-floor offices and shared use of the ground-floor facilities. Courses based in the United Kingdom (UK) take place in the meeting rooms of a hotel in Hammersmith close to the administration office.

HTC was founded in 2013 and was established as a sister company to Hammersmith Management College (HMC). HMC was founded in 2003 to deliver accountancy qualifications. HTC was constituted as a separate company focusing on short professional courses for senior business and public-sector personnel. The two sister companies currently share the administrative offices and some staff. The Managing Director of HTC is also a Director of HMC. HMC is separately accredited by BAC.

HTC aims to benefit the operations of client organisations by providing courses for senior personnel. These are designed to be interactive, presenting theoretical insights through a focus on case studies, and drawing on the experience of course participants.

The Provider has two Directors, both of whom take active roles within the organisation. One is the Managing Director, based in London, and the other, based in Nigeria, has the lead role in marketing. The Director of International Affairs, who is based in Hammersmith, is a shareholder and shares in key decision-making. These three senior people constitute HTC's board. The senior team is assisted by a small team of staff in the UK as well as in West Africa, where some marketing activity is undertaken. An Advisory Board of non-executive consultants assists the staff with planning and strategy.

2. Brief description of the current provision

HTC offers a wide variety of short courses including in the areas of leadership and management, project management, corporate governance, human capital, communications and public relations, finance and accounting, law and compliance and oil and gas. These are full-time courses of one or two weeks' duration delivered face to face.

The courses take place in hotel facilities and are run if there is sufficient enrolment. Almost all registrations are from client companies or organisations arranging training for their senior staff. Courses are also open to individuals registering directly. HTC also runs occasional tailor-made courses to client specifications. The content of courses and the resources used during training are developed by HTC staff and consultants.

At the time of the inspection, there were three participants on a course on leadership and change management. Two of the participants were male and one was female. They were all from Nigeria. A total of 47 participants are enrolled on future courses in 2020. Typically, the majority of participants are from Nigeria. The remainder come from other West African countries such as Ghana, Cameroon and Uganda. All participants are aged 18 or over.

Enrolment for the scheduled courses takes place a minimum of two weeks before a course commences. Client companies decide which staff should attend the courses. While there are no formal entry requirements, the suitability of the candidates for courses is monitored by the administration team.

Courses are also delivered in the United Arab Emirates, Spain, the Netherlands and the United States of America. BAC accreditation relates to the provision that is delivered in the UK only.

3. Inspection process

The inspection was conducted online. Meetings were held with the Managing Director, Director of International Affairs, Training Coordinator, Senior Trainer and the Facilities Manager. The premises were discussed in detail with the Managing Director and the Facilities Manager. The website and various documents were scrutinised. The information required was readily available and the Provider cooperated well with the inspection process.

4. Inspection history

Inspection Type	Date
Full Accreditation	11-12 November 2013
Interim	25 February 2015
Supplementary	20 April 2016
Spot Check	21 November 2016
Re-accreditation	26-27 April 2018

PART B – JUDGEMENTS AND EVIDENCE

The following judgements 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

The Provider has carried out a review of training, resulting in some adjustments to methodology and resources. The review took into account trainer and participant comments. As a result of the review, the Provider has developed additional resources for trainers to make courses more engaging and structured, including role-play scenarios for trainers to utilise and structured workbooks for participants.

New courses have been introduced relating to innovation, creativity and problem-solving.

2. Response to actions points in last report

2.4 Policies and procedures must be more comprehensively documented.

The Provider has developed a number of suitable policies and procedures, including an abusive behaviour policy and an anti-radicalisation and extremism policy. Relevant policies and procedures are made available to new and existing staff through the staff handbook and student induction pack.

4.2 The website must include details of what is covered in the fees, full terms and conditions and precise information on the length of the courses.

The Provider has updated the website so that it clearly states what is covered within the fees. Terms and conditions are published and information on the length of courses is clear. The website now gives clear, detailed, precise information in regard to these areas, enabling clients and participants to make informed decisions when selecting courses.

17.7 HTC must include a specific reference to its approach to preventing radicalisation and extremism in a relevant policy and undertake suitable staff training.

The Provider has carried out a risk assessment and developed a policy relating to preventing radicalisation and extremism. However, the policy needs additional information with regard to staff training. As a result of this deficiency, not all staff have received appropriate training to ensure that they have an appropriate awareness of general guidelines and specific risks associated with radicalisation and extremism.

3. Response to recommended areas for improvement in last report

HTC is recommended to clarify overall responsibilities for key areas, such as website content, quality assurance and an overall perspective on the delegate experience and should document policies and procedures relating to quality assurance more comprehensively.

Responsibilities for key areas are now clarified through a clear organisation chart and job descriptions. There are clear responsibilities established for the website. Quality assurance and the participant experience are central to the work of the whole management team. The collection, collation and review of trainer and participant feedback are well managed. However, quality assurance policies and procedures are not fully documented to ensure consistency in application.

The Provider should set out clearly the attendance requirements for receipt of an attendance certificate.

The information provided in the induction pack includes clear information about the attendance requirements for receipt of an attendance certificate.

HTC should introduce a procedure for regular systematic review of individual courses at specified intervals.

Courses are reviewed at least annually by the management team. Course content is reviewed with reference to the needs of the employers and clients in West Africa and stakeholder feedback. In the past year, new resources have been introduced in response to reviews. However, course review policies and procedures are not documented to ensure standardisation.

The Provider should introduce a systematic basis for the timing of classroom observations and ensure, in observations, a clear focus on the learning demonstrated by delegates to reinforce the organisation's emphasis on interactive teaching.

The Senior Trainer has carried out observations of trainers in the past year and these have provided useful feedback for trainers and data for the development of course resources and methodology. In addition, the Provider is planning to hold observations by an external moderator during the coming year. However, the lack of a written policy and procedure reduces the likelihood of consistency in the approach to observations.

The Provider is recommended to introduce procedures for more formalised feedback to delegates while courses are running.

The Provider has introduced a comprehensive, structured approach to collecting, reviewing and acting upon feedback. Staff meet with participants at least once a week to collect feedback, and participants complete a feedback form at the end of each course. Feedback is summarised on a daily, weekly and monthly basis and the summary and actions taken are reviewed by the management team and fed back to trainers and participants, ensuring that feedback contributes to the ongoing development and improvement of courses and the participant experience.

HTC should provide information on its client organisations, residential accommodation, recreational opportunities and medical provision on the website.

The Provider has added appropriate information about residential accommodation to the website. However, it has not yet added information about recreational opportunities, transport or medical provision.

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

There is a clear management structure, with well-established, suitably qualified and experienced team members. Communication is clear at all levels and regular face-to-face and online meetings are well recorded. As a result, the Provider is well managed.

There are clear administrative policies and procedures in place to ensure the smooth day-to-day running of the organisation. Administrative systems are clearly understood by all team members, resulting in the effective administration of all aspects of the Provider's operations.

The Provider has a strong network of contacts to ensure that newly recruited staff are of a high calibre and recruitment procedures are effective.

Publicity is accurate and up to date and gives appropriate information about courses.

Participant enrolment procedures are thorough and formal, ensuring that all participants meet the entry requirements and are well briefed on the nature and requirements of the course.

Attendance and punctuality are monitored effectively by trainers and communicated to the Training Coordinator. In cases where attendance or punctuality become a concern, the Training Coordinator follows up effectively. However, the statement on actions taken when participants are late for class is unclear. This could result in participants not attending classes consistently on time.

Participant feedback is collected on a weekly basis and is reviewed in detail by the senior managers on a monthly basis. In addition, participants provide feedback informally to relevant staff. Appropriate action is taken and recorded, ensuring that feedback contributes to the improvement of courses in the short- and long term.

Senior managers review the Provider's performance on an ongoing basis by reviewing feedback from participants and staff.

8.2 Reports presenting the results of reviews are not compiled, resulting in a lack of formal review of the Provider's performance.

8.3 Action plans are not implemented or reviewed to enhance effective strategic planning.

4.2 Teaching, Learning and Assessment (spot check)

The standards are judged to be:

Met Partially Met Not Met

Comments

There is a well-qualified and experienced academic management team and, as a result, academic management is effective.

Some observations of training have been carried out, although there are no formal procedures or policies in place for observations.

Courses are regularly reviewed to ensure that the content, resources and methodology are current. Courses are designed to specifically meet the needs of participants, and course reviews include participant feedback as well as feedback from participants' employers overseas. Course materials are comprehensive and combined with training methods that respond to individual needs and enable participants to meet the course objectives.

HTC has a panel of UK-based consultants from which it draws trainers for specific courses. Both the Managing Director and Director of International Affairs have teaching backgrounds and also deliver training. As a result, the trainers are appropriately experienced and qualified.

Participants receive formal oral feedback on their progress from their trainers during training sessions and informal feedback during breaks. At these times, they are made aware of how their progress relates to their target level of academic achievement.

4.3 Participant Welfare (spot check)

The standards are judged to be:

Met Partially Met Not Met

Comments

There are several experienced staff members with responsibility for participant welfare. The advice and information provided prior to and upon arrival are appropriate for international participants. Induction is comprehensive and is supported by the induction handbook and excellent support from the staff. While welfare provision is very good, the lack of a welfare policy means that the provision may not be provided consistently.

The Provider has developed a number of appropriate policies and procedures, including an abusive behaviour policy and an anti-radicalisation and extremism policy.

17.7 The anti-radicalisation and extremism policy does not have sufficient information with regard to staff training. As a result, not all staff members have received appropriate training.

The terms and conditions and complaints procedures are fair and transparent and include appropriate reference to BAC's complaints procedure.

An appropriate social programme is provided for participants, as well as information about leisure opportunities in London. The member of staff accompanying the participants during the social activities is knowledgeable and experienced.

4.4 Premises and Facilities (spot check)

The standards are judged to be:

Met Partially Met Not Met

Comments

The Provider has a secure lease on its office premises and has a very good working relationship with the staff at the hotel where it holds the training. Meeting rooms are booked well in advance to secure appropriate training space.

The training premises provide a safe, secure and clean environment. There is clear guidance on health and safety made available to participants and staff during induction, both orally and in the induction handbook. Participants are welcomed each morning at the hotel reception by the Facilities Manager, who then escorts them to the meeting rooms.

Training rooms are appropriately furnished and resourced. The use of furniture is flexible and can be adapted according to group sizes.

Participants can use the meeting room, reception area and the hotel lobby or cafeteria for private study. The Provider does not have a library with private study resources, but it provides participants with tablet devices where they can access online resources.

Trainers use their own laptops. Back-up laptops, cables, connectors and adaptors are all available from the administration office.

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 well-qualified and experienced management team with clear roles and responsibilities, ensuring that all aspects of the provision are carried out effectively.

Communication is very good, with regular formal recorded meetings and a good flow of information through informal day-to-day communication between all stakeholders.

Course reviews include feedback from all stakeholders, including clients and employers from overseas. This ensures that content, resources and methodology are current and that the courses meet participants' needs.

Welfare provision is comprehensive.

ACTIONS REQUIRED

8.2 Reports presenting the results of performance reviews must be compiled.	<input type="checkbox"/> High	<input checked="" type="checkbox"/> Medium	<input type="checkbox"/> Low
8.3 The Provider must develop a systematic procedure for implementing and reviewing action plans.	<input type="checkbox"/> High	<input checked="" type="checkbox"/> Medium	<input type="checkbox"/> Low
17.7 The Provider must ensure all staff have received appropriate anti-radicalisation and extremism training.	<input type="checkbox"/> High	<input checked="" type="checkbox"/> Medium	<input type="checkbox"/> Low

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

Quality assurance policies and procedures should be fully documented.

It is recommended that the Provider introduces a procedure that clearly states how course reviews are carried out and how frequently they take place.

The Provider should introduce a written policy and procedure for lesson observations to maximise the level of consistency in the approach to observations.

The website should include information about recreational opportunities, medical services and transport in order to give participants sufficient guidance.

The Provider is recommended to communicate clearly what will happen in cases where participants are persistently late for classes to ensure that expectations are clear and to promote more consistent time keeping.

It is recommended that the Provider develops a welfare policy to formalise provision and ensure that the support provided is consistent and documented.

COMPLIANCE WITH STATUTORY REQUIREMENTS - FURTHER COMMENTS, IF APPLICABLE

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