

Subcontracting Strategy and Supply Chain Management Policy

Owner: Director of Apprenticeships and Business Solutions
CE Sponsor: Executive Vice Principal: Finance & Corporate Development
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Subcontracting Strategy and Supply Chain Management Policy 2020/2021

1. Overview of Policy

This policy, which is renewed annually, details the Colchester Institute Strategy for Subcontracting and the Supply Chain management arrangements.

2. Subcontracting Strategy

The College Strategic Plan (2016-2020) details the 5 priorities:

1. **Be known for its excellence** in teaching, learning and assessment. This will be evidenced by exceptional rates of student progress, achievement and progression with outstanding destinations a known characteristic of the College.
2. **Play a greater role** in driving local and regional economic growth.
3. **Be valued as a great place** to work by staff and recognised as a good employer within the community.
4. **Build further financial resilience.** This will allow greater capital and capacity development, safeguard provision for the future and enable fair reward for staff.
5. **Be a brand that is recognised locally and regionally.** The brand will be synonymous with academic and commercial success.

The College will consider a subcontractor arrangement where another organisation can provide:

- Training linked to specific employer demand – primarily throughout the Essex, Suffolk and Norfolk regions
- A niche service, emerging market or expertise working with a specific learner group
- The ability to support larger volumes of learners than the College is able to reach in skills shortage areas, such as Health and Care to meet increased demand during and after the pandemic
- Specialist resources or expertise, not available at the college
- Opportunities to expand the College's offer into new markets
- A flexible learning model for those who are unable or unwilling to attend College campuses – of particular value in the current climate where working and studying remotely is now far more commonplace

Through subcontracting, the College aims to support the following College priorities:

- Driving local and regional economic growth
- Ensuring exceptional achievement, progression and destination of learners
- Supporting financial resilience

3. Subcontracting priorities for 2020/2021

The College intends to work with:

- Partners who can deliver specialist training to underpin Colchester Institute's delivery
- Partners who can provide strategic opportunities to support the development of Apprenticeship and Adult Learning programmes
- Partners who provide added value to the College's academic and commercial success
- Partners who can support and underpin the skills needed for economic recovery in response to the impact of Covid 19, as identified by local and national recovery plans

FE Subcontractor contracts for 2020/21 will apply to programmes funded under apprenticeship funding and potentially through non-apprenticeship AEB provision if appropriate opportunities are identified which support delivery of the strategic aims of this policy. No subcontractor contracts are planned for ESFA 16-18 programmes for young people. The College will also continue to work with two subcontractors in relation to its Higher Education provision.

The College has robust partnership management processes in place that are subject to internal and external audit, with an annual Certificate of Assurance for Subcontracting gained in July 2020.

4. Partner Provision and Supply Chain Policy

Colchester Institute works with a minimal number of partners on a subcontracted basis to deliver high quality training and education against its key priorities. The College's main aim is to increase the impact on local communities through extended reach and investing in local community partners. The following outlines the process followed:

- All partners must be on ROATP as a main or supporting provider to access apprenticeship funding.
- All partners will be subject to due diligence before being issued with a contract
- All partners must meet high quality standards
- All partners must provide evidence of financial viability

The College has robust partnership management processes in place that have been subject to external and internal audit.

Through the supply chain, the College is able to develop understanding and knowledge of different sectors and communities; learning through shared good practice.

5. Fees and Payments

The College will pass on an agreed amount of funding for the subcontracted delivery elements of the apprenticeship standard. This will take into account an amount to manage and monitor the subcontractor and provide support activity to the subcontractor. This will be paid monthly over the duration of the delivery of learning.

The College is committed to high quality teaching and learning and the proportion of the fees retained by the College reflect this and are reasonable and reflect the College's own costs to deliver the services provided.

Payment Arrangements

Payments will be made monthly or as agreed with the subcontractor and will be reviewed quarterly.

- Following the validation of evidence in the ILR return the College will make the appropriate payment to the subcontractor and any adjustments for reconciliation.
- Specific payment profiles will be attached to each contract.

6. College Support for Subcontractors

The exact mix and level of support for each subcontractor will be assessed initially as part of the due diligence process, prior to contracting, and thereafter on an annual basis.

For new subcontractors, monthly reviews will be conducted by the Director of Apprenticeships and the Subcontractor to identify any day to day operation and administrative issues. All subcontractors will be subject to regular review.

In addition to working within the College's own quality assurance processes, subcontractors will be subject to additional quality checks and support from the College's Quality and Innovation Team. Other areas of College support include input and guidance on the following:

- Support with due diligence
- Establishing and maintaining quality management systems
- Certification and registration with awarding bodies
- Audit of management systems
- Support & audit of learner paperwork
- Curriculum, Observation of Teaching and Learning and Quality support
- Training and development

7. Teaching, Learning & Assessment

The College is committed to improving the quality of teaching and learning within our supply chain and along with the partnership quarterly review meeting, the additional quality checks include:

- Initial Quality and Curriculum Visit: before a contract is given, a quality and curriculum representative will visit a partner provider and complete the initial quality assessment report.
- Partner Training Events on developing and embedding good consistent practice, safeguarding, reviews and PREVENT.
- Any actions will be highlighted in the quarterly partner review meetings. If the partner is classed as high risk, a member of the quality team will also attend until the risk is reduced.

- Annual unannounced visit: a quality/curriculum representative will undertake an unannounced visit.
- Self-Assessment: support with the completion of the annual SAR cycle.
- Review of tracking and predicted achievement rates

8. Communication of Policy

The College will share in writing the College's sub-contracting policy, discuss funds, details of the paperwork processes and partnership procedures for the academic year with all potential partners at the start of 2020/21.

The Director of Apprenticeships and Quality Enhancement Officer manages the business and day-to-day relationship with subcontractors.

9. Publication of Policy

This policy is published on the College's Website and issued to all partner organisations.

10. Subcontracting Contingency Plan 2020/2021

In the event that the College needs to withdraw from a subcontract arrangement, a subcontractor withdraws from the arrangement or a subcontractor goes into liquidation or administration, the College will take steps to ensure that provision is made to preserve the continuity of the provision and learners involved are able to complete their qualifications. A contingency plan for all College subcontracting provision is produced annually.