

Subcontractor Contract Management Plan

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1. Scope

This subcontractor Contract Management Plan applies to all delivery partner provisions secured by the College. The purpose of this plan is to outline the expectations the College has when entering into a subcontract agreement for the whole life of the contract. Ensuring all partners meet the exacting standards set out in this guide. Any subcontracted provision should ensure a high-quality learner experience, delivering outstanding teaching, learning and assessment, stretching and challenging learners to succeed and progress onto higher learning or employment.

This management plan is reviewed annually and is authorised by the college board at the end of each academic year to review its effectiveness and suitability for the year to come, follow external audit assurance and compliance with the DfE and GLA subcontracting standards.

The research completed to determine this rationale and ensure that the requirements are achieved includes;

- Market share analysis from Vector RCU
- Labour market review from the Light case
- Priority sector demands from LSEC Employer panels
- Feedback from over 300 referral partners
- Local Authority and DWP intelligence
- Local Learner feedback and review on progression and destination data

This information is reviewed annually as part of the business and curriculum planning process (appendix 1) to ensure it continues to meet business needs, has an educational and community impact and is value for money. The outcomes are approved as part of stage 2 of the business plan.

The subcontracting controls oversee the following funding streams;

- ASF ASF
- ASF 16-18
- GLA ASF
- Apprenticeships

2. Subcontracting controls

The subcontracting goals are underpinned by a range of controls to ensure they are achieved, and all the Funding and Performance Management rules 2026 to 2027 are adhered to.

The controls are plotted out in an annual calendar (Appendix 2). The controls are supported by the Subcontracting Contingency Plan and risk register.

3. Contract Management Roles and Responsibilities

Role	Specific responsibilities in relation to subcontracting
Governing Body	Approval of Subcontractors Strategic relationships
CEO & Principal	Approval of Subcontractors Strategic relationships
Deputy CEO and CFO	Oversight of finance and budgets, including approval of Subcontracting contracts
Principal and Chief Learning Officer	Chair of the Subcontractor Steering Group, ensuring all the subcontracting controls are being adhered to
Deputy Principal- Adults, Apprenticeships and Higher Education	Contract management, performance monitoring and vice chair of the Subcontractor Steering Group
Assistant Principal	Overall performance of subcontracted provision and procurement of partners
Partnership Co-ordinator	Operational Relationship management, including monthly payments, quality visit scheduling, compliance visits and due diligence
Director of Finance	Accounts, payments
Quality Assurance Manager	Observation of teaching, learning assessment and learner experience
Director of MIS	Apprenticeship, ASF and 16-19 funding management, contracts, compliance, quality, data management and audit.
MIS Team leader	Enrolment/eligibility compliance checks, Audit compliance, contract management
Curriculum Directors	Quality standardisation and joint training opportunities
Deputy Principal Safeguarding and Wellbeing	Safeguarding Policies, including preventing extremism, plus supporting any training requirements

4. Selecting a Subcontractor- Procurement (Appendix 3 and 4)

A procurement and tendering process is used to engage with a wider range of partners and ensure processes are in place that meet the funding requirements, OFSTED inspection framework and LSEC strategic aims.

This process is implemented for GLA and Adult skills contracts only.

The College recognises that delivery partner provision can play an important role in providing a broad and flexible mix of provision for learners, employers and the wider community. Partnerships can benefit the College by accessing learners in different settings and communities who may not normally attend provision at a large FE College. They can also provide clear progression routes into college provision and provide learners with a stepping stone qualification.

The College will engage with a limited number of specialist partners where there is a clear strategic reason to do so. The College will normally only subcontract a maximum of 20% of any one contract line. The highest weighted score for approving a new subcontracting partner is their strategic fit and the added value they can bring to the College's goals.

London South East Colleges (LSEC) engages with delivery partners to ensure the work subcontracted is in line with its strategic goals. The focus of LSEC's subcontracting policy is to;

- provide training to learners who would not access education in a traditional college environment
- provide training to learners in specialist subject areas
- provide training to learners in a flexible model that is not viable within a college environment

5. Due diligence (Appendix 5 and 5a)

The College runs a rigorous and detailed application and due diligence process for new delivery partners prior to any contractual engagement, including a review of financial health (Appendix 5a). A due diligence report is presented to the Senior Leadership Team for approval prior to any decision on engagement being made.

The Deputy Principal will review requests from potential new delivery partners and, following the completion of due diligence processes, will table any requests for new partnerships at the Subcontracting Steering Group. If provisionally approved by this group, they will be presented to the Senior Leadership for final approval.

Due diligence is reviewed and updated annually.

To comply with the Greater London Authority / Education and Skills Funding Agency funding rules, the College will need to be reassured that Subcontractors satisfy a control test, the key elements of which are:

- The College is able to ensure that learners are enrolled on appropriate programmes in the name of the College, not the Subcontractor(s)
- The College is satisfied (through a direct observation where possible) that the quality of provision is of the highest standard
- The College has measures in place to ensure it is not funding higher-risk organisations or organisations involved in extremist activities
- The provider has the capability and capacity to deliver to the tender specification
- There is a written learning agreement, entered into at the time of enrolment, which is prepared and agreed with each learner and that reflects the outcome of the learner's initial guidance and assessment
- A learning programme and its means of delivery have been clearly specified by the College
- There are arrangements for assessing the progress of individual learners
- Adequate measures are in place to ensure the health and safety of learners
- Procedures exist for the College to regularly monitor the quality and delivery of programmes
- The subcontractor complies with the Modern Slavery Act 2015 and has in place throughout the Agreement Period policies and procedures to ensure full compliance

Other Independent sources of information about potential providers include:

- Ofsted inspection reports (www.gov.uk/find-ofsted-inspection-report)
- Register of UK Register of Learning Providers (UK Register of Learning Providers)

6. Financial health

Financial health is reviewed as part of the due diligence process. To ensure a rigorous process is in place for all partners, an assessment is completed using the DfE's approach to assessing the financial health of organisations. DfE's approach to assessing the financial health of organisations - GOV.UK (www.gov.uk)

This is based on the following three financial elements:

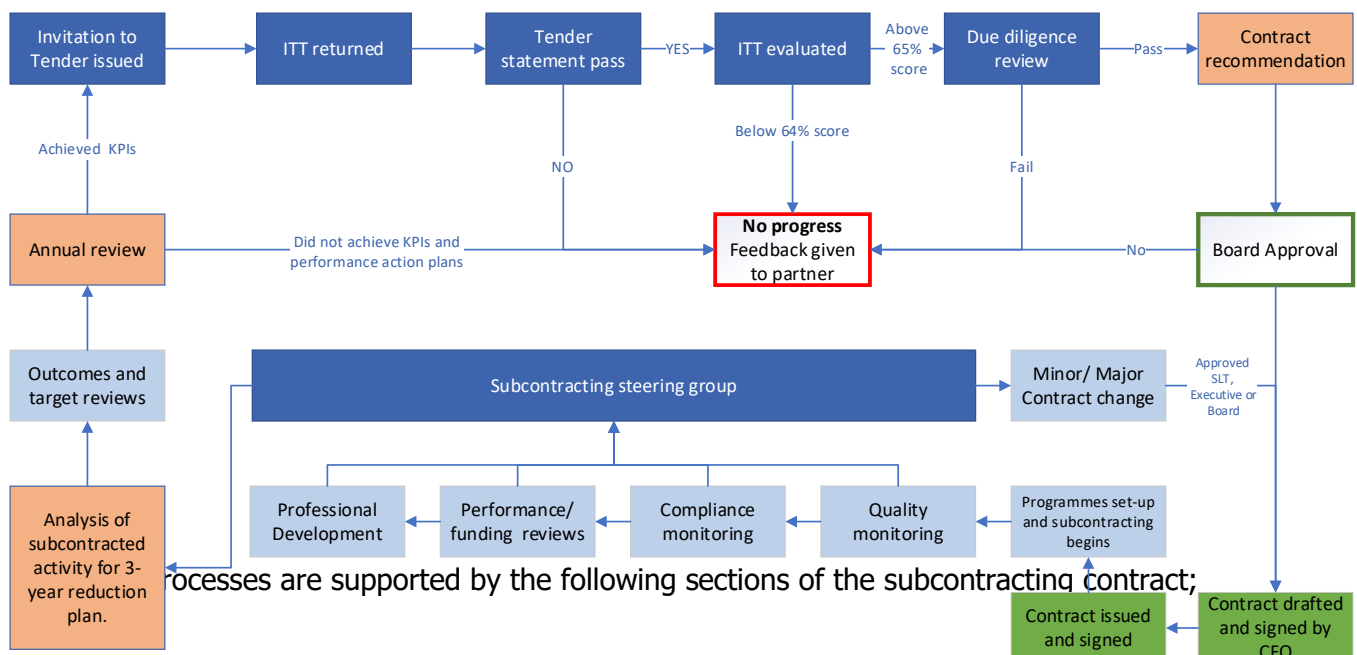
- Profitability (sustainability)
- Solvency (current ratio)
- Gearing (debt ratio)

7. Contracting (Appendix 15)

All partners are required to review and approve the LSEC Subcontracting contract in advance of any delivery.

Contract management processes are aligned with, among others, wider organisational governance processes, operational boards, and risk structures.

Selecting, contracting, and any changes to a partner's contract follow the process below, which is carried out annually, supported by the analysis of the subcontracted activity done each year to inform the progress made for a reduction across a 3-year period. This is reported to the Subcontracting steering group.



- 12- Co-operative and reputation
- 15- Intervention
- 16- Termination
- 17- consequences of termination

7.1. Changes

All contract variations during the lifespan of the contract will only be authorised by the Deputy CEO and CFO, following discussion and approval from the Subcontracting Steering Group. Copies of signed contract variation agreements will be kept on file.

Changes to contracts in-year will be reported to the College Board as part of the subcontractor updates.

- Minor variations may include delivery profiles, minor changes to the curriculum offer
- Major changes may include maximum contract values, payment profiles, management fees and substantial changes to the curriculum offer.

As detailed in the contract process, changes, both minor and major, are managed through the same process, ensuring that clearly laid out governance of contractual change is in place.

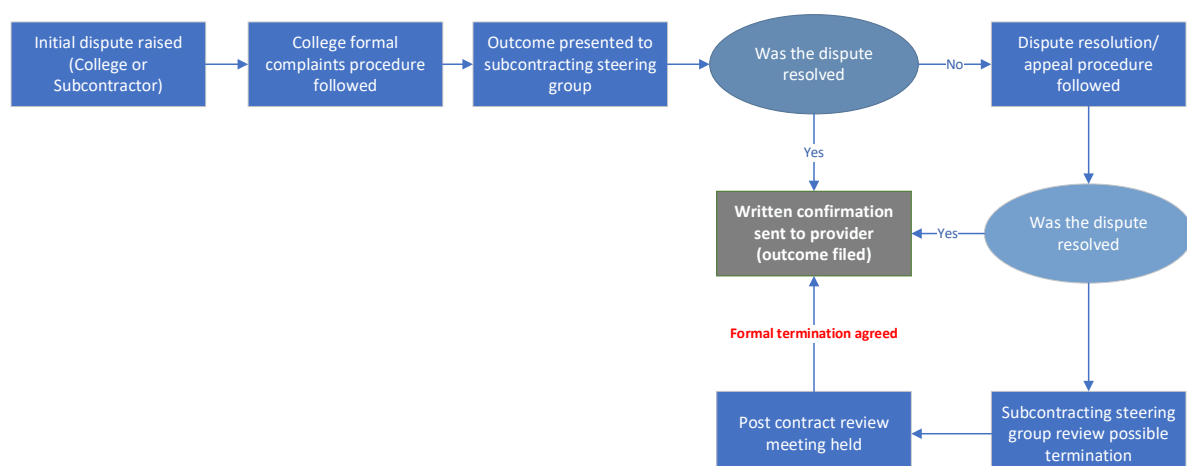
Any changes or variations are identified via academic and funding performance meetings, with recommendations tabled at the subcontracting steering group. Decisions associated with minor contract variations, with a focus on cost/ effort being proportionate to the importance and value of the change, are presented to SLT, with major changes also being presented to the college executive team and college board.

7.2 Disputes and problem resolution

Provision for resolving disputes is contained in section 28 of the contract. This sets out how disputes will be resolved, the escalation procedures and any recourse to arbitration.

7.3 Terminations

Provision for termination of a contract is contained in section 16 of the contract. The process for resolving disputes / terminating contracts is shown below:



7.4 Continuity of contract and delivery

The college will undertake all reasonable steps to ensure the viability and continuation of any contractual arrangements with sub-contractors' provision. Due diligence undertaken is robust enough to ensure the risk of failure of a sub-contractor's ability to deliver under its original contract terms is low and mitigated as far as possible through regular quality and compliance visits, learner satisfaction reviews, annual financial assessment, the subcontractor risk register and strong account management relationships.

In the unlikely event of a subcontractor failing to deliver, the college will either pick up delivery through its own means or facilitate transfer to another provider, which is detailed in full via the subcontractor contingency plan.

7.5 Whole life oversight

The definition of whole life / whole programme oversight is deemed to include all aspects of a learner's programme as detailed in their learning agreement, including the conditions of funding requirements for English and Maths, work experience and other mandatory elements.

Contract terms will include (where appropriate) provisions for the management and oversight of 16 to 19 distance and whole programme provision through the life of each learner's programme of study.

Subcontractors delivering apprenticeship provision are not permitted to deliver the entire programme, and an agreement as to the elements that make up the subcontract will be agreed in advance and outlined in the contract schedule.

8. Fees and charges

The typical rate retained for adults is 20%, and 15% for young people's provision.

The amount of funding retained is based on the risk assessment of the delivery partner and the type of provision. It also takes into account the level of support the College will need to provide to the delivery partner to improve the quality of teaching and learning and the general learner experience.

20% of funding is also held back pending meeting achievement targets and other KPIs set within the contract, and on meeting contractual obligations such as attending QPR and CPD events, participating in observations and other quality assurance processes.

The management and quality costs of these rates are calculated as follows;

- Managing the Subcontractor
 - Contract Management (20%)
 - Process admin (35%)
- Quality monitoring activities
 - Quality monitoring (25%)
 - Compliance (20%)

These rates ensure the effective quality management of the provision, administrative processing, and training are all in place to enable high-quality learning.

The rates are continually reviewed during monthly funding and performance meetings, as well as termly subcontractor steering group meetings.

The funding claimed by the subcontractor is then seen as reasonable and proportionate through the evidence of effective delivery collected via the quality control processes detailed within this document.

9. Payment terms

Payments to the delivery partners made under their agreements will be paid monthly in arrears.

The payment will be calculated by the 10th working day of the month following the ILR submission and a funding report, and a statement showing the amount due will be sent to the delivery partner.

Delivery partners are paid by invoice. The contractor will ask them to raise an invoice for the amount stated on the funding report and statement. Correctly submitted invoices will be paid electronically on the next College pay run, within 30 days of receipt.

Milestone	Percentage of Fees Payable	Evidence required
Enrolment and on programme	16-18 Equal monthly payments of the maximum contract value over 12 months Adults and Apprenticeships 80% of funding drawn down (monthly)	Enrolment form with supporting evidence
Achievement	16-18 Final profile payment (12 th payment) Adult and Apprenticeship 20% programme funding value	Lever Achievement form with Certificates and the last day of learning

10. Batch header process (Appendix 6)

To ensure compliance with the processing requirements, partners are required to upload enrolments, transfers, withdrawals and achievements via an LSEC Subcontracting SharePoint page following the batch header process.

The college SharePoint is fully compliant with all GDPR regulations. It is password-protected, and only authorised individuals can access the relevant information. i.e. partners are only able to access the information they upload to their protected area.

16-18 enrolment partners completed their enrolments via the normal college processes, with learners being invited to a pre-planned session.

11. Payment controls

Partner payments are only made for learners who are successfully processed through an ILR return.

On receipt of the occupancy report, MIS produced a funding report for each partner confirming the funding drawdown. The contracts and compliance team review the report and update the data into a monthly funding statement, which is reviewed against contract value.

The agreed partner payments are uploaded to the college finance system for approval. Payments are approved in line with authorisation limits detailed in the financial regulations.

Performance against contract values is also independently reviewed during monthly funding forecast meetings chaired by the College Principal and the Chief Learning Officer.

12. Contract Equality, Diversity and Inclusion expectation

It is expected that Sub-contracted provision sets appropriate standards for equality and diversity in line with the College policies.

To ensure this is complied with, the following must be implemented and will be reviewed as part of the due diligence and compliance visits:

- Subcontractors will be asked to supply a copy of their Equality & Diversity Policy
- Subcontractors will be sent the College E&D & Safeguarding and Prevent Policies and will be asked for written confirmation that they will accept the terms contained in these
- The contract will contain explicit reference to E&D policies, Safeguarding and Disclosure and Barring Service checks
- All on-site assessments (Quality Assurance, Audit and Contractual) will record E&D compliance as part of the assessment process
- All Subcontractor staff to undergo WRAP/ Prevent training, and for this topic to be covered in the learner review process

- Subcontractors will be asked to supply all learners with the 'Learner Handbook' containing
- key contacts if the learner has any safeguarding or Prevent issues
- Subcontractors delivering Distance Learning provision will be asked to provide additional guides to learners relating to internet safety

13. Management and oversight of provision

The management and oversight across the life of a student's study programme or ASF programme is managed with strong communication strategies, reporting tools and quality processes. These include;

- Performance review meetings
- Quality and compliance visits
- Learner satisfaction and existence
- Subcontracting steering group meetings

13.1. Performance review meetings (Appendix 7)

Six performance review meetings have been scheduled throughout the year, which follow a set agenda that all partners must report into. The meetings will take place during the following weeks;

No.	W/C Date	No.	W/C Date
1	21/09/2026	4	22/03/2027
2	23/11/2026	5	23/05/2027
3	25/01/2027	6	05/07/2027

13.2. Quality and Compliance visits (Appendix 8, 9, and 10)

To support the performance review meetings, ensure high-quality training is taking place in line with the submitted plans and that learners are on programme, a schedule of quality and compliance visits is planned.

Quality visits will take place in the first term, with further visits planned based on the risk associated with the initial visit. If the partner is identified as green, with no actions, progress will be reviewed during the performance review meetings.

Quality visits consist of observations (including dual observations), reviews of learner work, course files, internal verification records and progress against their QIP (Appendix 8).

If issues are identified, further visits will be planned for the second and third terms.

Compliance visits consist of checks on learner existence, learner files, review of documentation, and the statements within due diligence are up to date (appendix 9). An audit of the partner's single central record is also completed (appendix 10). Partners will receive a minimum of two compliance visits a year, with more planned if any quality of compliance issues are identified.

13.3. Learner existence surveys (Appendix 11)

Three times a year, a sample of learners will be contacted by telephone to review satisfaction and ensure training is taking place by the relevant subcontractor with staff who are declared via due diligence.

The format will revolve around open-ended questions covering who the training provider is, progression and quality of training (appendix 11).

The sample size will be a minimum of 10% of the total number of learners. This can be increased if a perceived risk is identified. Those contacted will be exempt from the next two samples, but can be contacted separately if issues arise from the telephone review.

13.4. Subcontracting steering group (Appendix 12 and 13)

To ensure all the arrangements outlined in the subcontracting controls policy are being implemented, a subcontracting Steering group, which will be chaired by the College Principal and Chief Learning Officer, will meet at the end of each term (terms of reference, appendix 12).

The group will be authorised on behalf of the College Executive to implement in-year decisions to ensure the subcontracting arrangements meet the strategic focuses of the college, quality of delivery is high, students are making progress and new and additional contracting is approved.

It will ensure all eligibility requirements are met, including 16-18 Study programme learners adhering to the Condition of Funding and evidence of EEP, Work Experience and enrichment activities.

This group will also have oversight of the subcontracting risk register (Appendix 13), ensuring all subcontracting-specific risks have clear owners and are followed up on. This register and associated reports are presented to SLT and the board to highlight performance and any contract management issues, changes or interventions/ training being put in place.

In addition to in-year performance reviews, this group will review all partner annual performance, using the college's established Self-Assessment process, capturing key data and lessons from the contract management process, including the experience both within the organisation and more widely, evaluating the lessons learnt for the year.

14.Subcontractor training

A full programme of training will be planned and delivered to the subcontractors.

Attendance at these activities will be reported through the performance review process and monitored at the subcontracting steering group meetings.

This will include standalone sessions for each partner, joint subcontractor conference events and invitations to college-wide sessions.

Development will include, but not be limited to;

- Quality assurance (measurement of good practice and risk) and Quality improvement (Plans to work on development areas)
- Joint project work on system improvements
- Government initiative, e.g. sustainability and disability employment issues
- Joint management activities, via a subcontractor conference

Aligned to the declaration in section 42 of the due diligence, further training will be offered to support operational improvements, such as 'Lean' and '6-sigma' if required.

15.DfE whole programme subcontracting requests

In line with the updated DfE funding guidance, whole programme 16-18 subcontracting request forms have been completed and submitted to the DfE. These detail the proposed contract size, the viability of the provision, the college's involvement in delivery, management rates, the rationale for how the provision is supporting the local area and the full quality process that is in place.

Both study programme partners have been approved for delivery. With Bromley Football Club under review to ensure the provision continues to meet local needs.

16.External Audit (Appendix 14)

Set out in the DfE funding agreements and funding rules is the requirement for providers to obtain an annual report from an external auditor that provides assurance on the arrangements to manage and control the delivery subcontractors. A certificate must be sent each year to confirm that this process has been completed by an external auditor.

This process was widened for the 2024-25 academic year to include a new subcontracting standard, [ESFA subcontracting standard - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/esfa-subcontracting-standard) This process has continued for 2025-26

This process is completed by the college's internal auditors, Scrutton Bland, for which the college received an approved assurance certificate and a clean audit.

Appendix 1- Annual Business Planning Process

LSEC Curriculum Planning & Budget setting Process for 2026/27

				Central invite for meeting	2026												2026																			
Items & Activities	Start Date	Complete by	Lead	w/c	Aug	Sept	Oct				Nov				Dec		Jan				Feb				Mar				Apr				May			
					25	01	06	13	20	27	03	10	17	24	01	08	12	05	12	19	26	02	09	16	23	02	09	16	23	30	06	13	20	27	04	11
Phase 1 - Review and Scope																																				
Marketing Strategy & Plan - new prospectus launched	25/08/2024	01/09/2024	Marketing																																	
GEX Guidance Meeting	06/10/2025	06/10/2025	GEX																																	
Curriculum review and LMI	13/10/2025	13/10/2025	Dir																																	
4Cast training for curriculum leadership	01/09/2025	20/10/2025	APs																																	
Initial curriculum file workso (DP review)	03/11/2025	03/11/2025	APs & Dir																																	
Deputy Principals courses file review	11/11/2025	11/11/2025	APs																																	
New course approval process	03/11/2025	24/11/2025	Quality																																	
Employer Panels- Course progression signed off	17/11/2025	01/12/2025	DP Adults, App, HE																																	
1st Draft Curriculum plans created using 4Cast	24/11/2025	12/12/2025	MIS																																	
Phase 2 - Define & Implement																																				
GEX draft course file data presentation (courses only)	05/01/2026	05/01/2026	DPs & APs																																	
Initial staff establishment confirmation	12/01/2026	12/01/2026	People Team																																	
2nd Draft Curriculum plans created using 4Cast	12/01/2026	19/01/2026	MIS																																	
GEX provisional approval- presentation (full slide deck)	26/01/2026	26/01/2026	APs & Dir																																	
Budget setting (income, pay, non-pay)	02/02/2026	23/02/2026	Finance & Dir																																	
Environment and Estate planning	05/01/2026	14/03/2026	Ex Dir Est																																	
Digital infrastruture planning	05/01/2026	14/03/2026	Ex Dir IT																																	
GEX final approval- presentation (full slide deck, plus summary of actions)	09/03/2026	09/03/2026	APs & Dir																																	
GEX Curriculum Plan sign off (subject to final approval not being received)	16/03/2026	09/03/2026	DPs																																	
Phase 3 Agree & Approve																																				
Timetabling	12/01/2026	23/02/2026	CMs																																	
Capital bid planning (IT & Estate)	05/01/2026	16/03/2026	APs																																	
Capital bid sign off	23/03/2026	23/03/2026	Finance																																	
Final Organisation Structure Agreed	23/03/2026	30/04/2026	HR																																	
Staff Consultations (if required)	23/03/2026	13/04/2026	HR																																	
Department Final Budget sign off	13/04/2026	20/04/2026	Finance																																	
Launch destination planning	13/04/2026	04/05/2026	DP Student Exp																																	
Employer skills validation activity	27/04/2026	27/04/2026	DP Adults, App, HE																																	
Cross college budget balancing workshop (if required)	04/05/2026	04/05/2026	Deputy CEO																																	
Review policies and procedures	04/05/2026	25/05/2026	DPs & APs																																	

Appendix 2- Calendar of activity

Action	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July
Performance review	1 of 6		2 of 6		3 of 6		4 of 6		5 of 6		6 of 6
Quality visit	All visits carried out between Sept and Nov (one per partner)										
Compliance visit				1 of 2				2 of 2			
Phone reviews		1 of 3				2 of 3				3 of 3	
Whole study programme DfE submission						Carried out between Feb and March					
Procurement process							Carried out between March and April				
Subcontracting contract plan update											
Subcontracting audit									May 2029		
Submit plan for board approval.											
Provision SAR									Carried out between May and June		
Due Diligence									Carried out between May and June		
Contracting											

Appendix 3- Invitation to tender instruction

INVITATION TO TENDER INSTRUCTIONS

1. DOCUMENTS TO BE RETURN

The documents to be returned are as follows:

- a) Tender statements
- b) Volumes and values spreadsheet

Tenders are to be prepared and submitted at the cost of the bidder. London South East Colleges (LSEC) will not be liable for any costs incurred by the bidder in the preparation and submission of the Tender.

2. INDICATIVE TIMETABLE

This section provides an overview and an indicative timeline for the procurement exercise from the point of issue of this ITT.

Please note that Table 1 sets out indicative dates only. LSEC reserves the right to vary the timetable for this procurement as and when required by notice to suppliers through the official email account.

Table 1

Event	Date
Tender documents issued	13 th April 2026
Deadline for receipt of Clarification questions	20 th April 2026
ITT Return deadline	27 th April 2026
ITT evaluations	13 th May 2026
Notification	20 th May 2026
Implementation commencement	1 st September 2026

3. SUBMISSION OF DOCUMENTS

Documents, as stated in section 2 above, should be submitted via the official email account Partnerships: partnerships@lsec.ac.uk. Documents must not be submitted later than:

Date: 27th April 2026

Time: 4pm

Any tender uploaded after this date and time WILL NOT BE CONSIDERED.

Suppliers are responsible for allowing sufficient time to send their Tender Submission. LSEC accepts no liability whatsoever for submissions that are not processed due to internet connectivity issues, transmission delays or errors.

4. EVALUATION PROCESS

In evaluating Suppliers' Tenders, LSEC will only consider information provided in response to the ITT. Suppliers should not assume that LSEC has prior knowledge of their provision of Services. Proposals will be scored on the basis of the Criteria listed in Table 2.

LSEC intends to award contract(s) in accordance with the assessment criteria and weightings set out therein. The evaluation methodology is designed to provide a structured and auditable approach to evaluating the Tenders submitted by the Suppliers.

Following an initial assessment to ensure;

- a) the proposal has been submitted on time;
- b) the proposal has been submitted with all the documentation requested in order to enable LSEC to evaluate in accordance with the evaluation methodology.

A detailed evaluation exercise of quality and capacity to deliver will be conducted by LSEC. Tenders that do not satisfy the initial assessment in accordance with section 4 may be rejected at this Stage.

LSEC may also issue clarification questions to clarify a Supplier's Tender or hold further meetings to clarify a Supplier's Tender following submission of the Tender. LSEC reserves the right in exceptional circumstances to vary these criteria or any sub-criteria by written notice to all Bidders in advance of any Tender closure date.

Table 2- Award Criteria

Evaluation Criteria		Weighting
Confirmation statements Pass/ Fail	Confirmation statement 1- Eligibility	N/A
	Confirmation statement 2- Policies	N/A
	Confirmation statement 3- Conflict of interest	N/A
	Confirmation statement 4- Due Diligence	N/A
Intent Statements	Intent question 1 – Training approach	25%
Implementation Statements	Implementation question 1 – Quality assurance arrangements	25%
	The Procurement Act 2023 mandates the inclusion of social value considerations in the tender evaluation process. It is essential to assess the relative importance of social value as part of the evaluation criteria.	10%
	Implementation question 2 –Recruitment	25%
Impact Statements	LSEC Strategic Approach	25%

The Tender statements will be evaluated using the following methodology:

- a) Suppliers must respond to each of the questions
- b) . The Evaluation Panel members will score each question using the methodology set out in Table 3 below.

c) All the members of the panel will score each question individually and independently.

All the evaluation panel members' scores will be averaged to arrive at the score for the particular question. This Score will be rounded to two decimal places.

A score of at least **64%** is required to be accepted onto the proffered suppliers list. A score of 1 or below on any question will disqualify the tender.

A strict word limit has been applied to each question. Submissions must be kept to the maximum word limits as detailed at the end of each section. Any information that exceeds the word limits stated will be excluded from evaluation.

Unless requested, attachments should not be included, and they will not be read or considered as part of the evaluation.

Table 3

Assessment	Score	Description
No submission	0 points	Failed to submit an adequate answer or address the question.
Very Poor	1 point	Major Concerns. Insufficient information to demonstrate the Potential Provider's ability, understanding, experience or staff to perform, with little or no evidence to support the response.
Poor	2 points	Part or limited response provided with shortcomings in the evidence /information provided.
Satisfactory	3 points	Satisfactory detail and evidence. Sufficient demonstration of the Potential Provider's ability, understanding, and experience to perform
Good	4 points	Good response. Satisfies the requirements with additional benefits. Above average demonstration of the Potential Provider's ability, understanding, and experience to perform
Excellent	5 points	Full response exceeding requirement, demonstrating well-evidenced and relevant examples, where required. Exceptional demonstration of the Potential Provider's ability, understanding, and experience to perform

Quality criteria weighting for a question will be calculated in accordance with the following formula:

Evaluators' Final score / Maximum available score or points (see table 3) X Weighting (see table 2)

Example question scoring

Bidder	Evaluator 1 Score	Evaluator 2 Score	Evaluator 3 Score	Final average score
A	4	2	3	3
B	5	5	5	5
C	4	3	5	4

Example weighting

Bidder name	Score (out of 5)	Criteria weighting	Formula for score	Final (weighted) score
Bidder A	3	30%	(3/5) x 30 (criteria weighting)	18%
Bidder B	5	30%	(5/5) x 30 (criteria weighting)	30%
Bidder C	4	30%	(4/5) x 30 (criteria weighting)	24%

Where the weighting has multiple decimals, the final weighted score will be rounded to two decimals.

5. BIDDERS ENQUIRIES AND CLARIFICATIONS

During the ITT Period, suppliers may submit questions and requests for clarification or further information as per Table 1.

Suppliers should address their questions and requests for clarification or further information in writing via the official email provided.

6. POST-TENDER CLARIFICATIONS

Whilst it is intended that the contract will be awarded on the basis of the Tender submitted, we may need to hold discussions for the purposes of clarification of any areas of doubt. Although not a standard requirement, LSEC reserves the right to carry out interviews where it is deemed necessary.

7. ACCEPTANCE OF TENDER

Bidders are advised that in the event of their tender being successful, the actual contract between LSEC and the Contractor will only come into existence following notification to the successful Bidder, in writing, via the LSEC Partnership Department. No other method of acceptance or any action by the contractor shall be binding or have any contractual effect.

The award of the contract will come in two parts.

Part one, confirmation of being selected as a preferred supplier for LSEC for the delivery of the ASF training. This is not an agreement of funding, just an approval onto the LSEC preferred suppliers list.

Part two, confirmation of the value of the contract awarded, which will be set by reviewing all successful tenders against the strategic priorities of LSEC and the quality of the tender submission.

In addition, once successfully selected, a full due diligence will need to be completed to ensure full compliance with the LSEC subcontracting arrangements.

Only learners who live within the M25 with a London postcode and meet the relevant funding guidance associated with their program of learning will be eligible under the award of this tender.

8. NO TENDER NEED BE ACCEPTED

LSEC reserves the right to discontinue this procurement at any time or not to select a supplier.

9. LSEC COMPLAINTS HANDLING

Full details of the LSEC Complaints procedure can be obtained on request from:-
Complaints@lsec.ac.uk

10. FREEDOM OF INFORMATION

LSEC is committed to meeting its legal responsibilities under the FOIA. Accordingly, any information created by or submitted to LSEC (including, but not limited to, the information contained in this ITT, documents issued, clarification questions and responses) may be disclosed by LSEC in response to a request for information under the FOIA.

In submitting documents to LSEC, each Bidder therefore acknowledges and accepts that the information contained therein may be disclosed under the FOIA, either without consulting the Bidder or following consultation with the Bidder and having considered its views.

Appendix 4- Tender Statements

TENDER STATEMENTS

Organisation Name	
UKPRN	

The following sections enable you to confirm key statements and provide evidence of experience against the Education element of the new Education Inspection Framework (EIF), while also confirming how the provision you are proposing meets the key objectives of the subcontracting approach for London South East Colleges.

CONFIRMATION STATEMENTS

Confirmation statement 1 –Eligibility Pass/ Fail

We understand that the award of this contract is only applicable to learners with a London address. Any learners submitted without a London address will not be funded.

Yes/ No

Confirmation statement 2 – Policies Pass/ Fail

We confirm that we will comply with the following LSEC policies

- **GDPR**
- **Safeguarding**
- **Health and Safety**
- **Freedom of information**

Yes/ No

Confirmation statement 3 – Conflict of interest Pass/ Fail

In order to ensure a fair and transparent procurement process, LSEC wishes to understand if any conflict of interest is known to exist or potentially exists between your organisation and any part of the group.

If you have answered yes, please provide details and explain how you intend to manage, or where possible, avoid any such conflicts.

Yes/ No

Confirmation statement 4 – Due Diligence Pass/ Fail

If successful, please confirm that you meet all the requirements in the attached due diligence checklist.

Evidence will not be required at the initial tendering stage, but must be fully completed if successfully identified to be formally included on the LSEC preferred suppliers list and to be awarded a contract.

Yes/ No

Training approach

Intent question 1 – Training approach

Please provide details of your training approach to the delivery that you have detailed in your volumes and values spreadsheet.

Word Limit: 200 Words

Recruitment

Intent question 2- Recruitment- Weighting 10%

Outline your approach to ethical recruitment of learners to meet your volumes and values spreadsheet.

Please provide details of the following points as a minimum

- Steps you will take to ensure you are able to recruit to your profile
- Information, advice and guidance approach
- Application and enrolment processes

Note: Only learners who live within the M25 with a London postcode and meet the relevant funding guidance associated with their program of learning will be eligible under the award of this tender.

Word Limit: 200 words

Quality

Implementation question 3 – Quality assurance arrangements

Provide details on how you are going to ensure that the quality of provision is high and that you will achieve at or above the national rate of success on all programmes.

Word Limit: 200 Words

Strategic link

Impact question 4- LSEEG Strategic approach

The strategic focus for LSEC to subcontract ASF funding includes;

- **Delivering training to learners who would not access education in a traditional college environment**
- **Deliver training to learners in specialist subject areas**
- **Provide training to learners in a flexible model that is not viable within a college environment**

Please detail how the delivery you are proposing will meet these objectives.

Word Limit: 200 words

Appendix 5- Due diligence

Due Diligence (Full)

Organisation:

Financial Due Diligence		
No	Auditable item	Comments
1	Financial Statements A set of audited financial accounts for the last financial year of trading. Management accounts for the last 3 months	

Legal Due Diligence		
No	Auditable item	Comments
2	Organisational Chart This needs to show a breakdown of everyone within your organisation.	
3	Full names of Directors, Trustees and senior managers Provide names & details of all previous appointments, particularly with organisations that hold or have held funding agreements with the DfE.	
4	Provider UKPRN This is your UK Provider Reference number. If not registered, you will need to register online.	
5	Brief history of the sub-contractor	
6	Disclosure & Barring Service Provide copies of DBS checks for all staff involved with learners. Confirm compliance with the single central record	
7	Copy of Human Resources Policy	

8	Compliance with legislation on employment, including the use of volunteers Copy of contract of employment for all staff delivering training & assessment	
9	Information Commissioner's Office Registration number	
10	Liability Insurance, including Public/Employer A copy of your organisation's current Public/Employer liability insurance policy	
11	Compliance with health & safety legislation and evidence of health & safety risk assessments. Copy of your organisation's Health and Safety Policy and copies of appropriate risk assessments Notification of all RIDDOR instances correctly reported during the last 3 years* nil return also required if appropriate.	
12	Details of all DfE contracts held by the sub-contractor in the last 5 years In the case of terminated agreements, the reasons for the termination of the agreements must be given.	
13	Details/evidence of compliance with the Equality Act 2010	
14	Copy of Safeguarding policy	
15	Evidence of compliance with the Prevent Duty.	
16	Details of other organisations with which the sub-contractor has collaborated in the last 5 years	
17	Evidence of no County Court Judgements pending*	
18	Evidence of whether the sub-contractor has ever been funded for the proposed curriculum by another Lead Provider*	

19	Sufficient capacity exists to deliver the full sub-contracted provision*	
20	Compliance with immigration regulations for the enrolment of learners	

Operational Due Diligence		
No	Auditable item	Comments
21	DfE Register of Apprenticeship Training Providers (RoATP)	
22	Copy of Mission Statement	
23	Copy of the most recent Ofsted report	
24	Copy of most recent Self-Assessment Report (SAR)	
25	Copy of Awarding Organisations Centre Approval – where appropriate	
26	Copy of most recent External Qualified Assurers Reports – where appropriate	
27	Learner unitised tracking template	
28	Sample of internal quality assurance records and evidence of standardisation activities	
29	Copy of Quality Assurance Policy (to include evidence of frequency of lesson/assessor observations)	
30	CVs for all staff delivering training/assessment	
31	Detailed schemes of work for courses to be delivered to LSEC College learners	
32	Copy of Course Handbook	
33	Copy of Sustainability policy	
34	Copy of GDPR policy	
35	Evidence showing how additional learner needs are met	
36	Names and contact details of two learners and two employers involved with the subcontractor	

37	Retention, achievement and attendance rates for the previous 3 years for all the courses to be delivered to LSEC College learners	
38	Evidence of Initial Advice & Guidance and IAG Policy	
39	Copy of Complaints Procedure	
40	Copy of Equality and Diversity procedure	
41	Copy of disaster recovery policy	
42	Operational improvements A declaration that training is in place covering • Operational improvements, such as 'Lean' and '6-sigma' • Quality assurance (measurement of good practice and risk) and Quality improvement (Plans to work on development areas) • Government initiative, e.g. sustainability and disability employment issues	

*Statement supplied on letter-headed paper

Subcontractors are required to receive approval in each of the 42 sections.

Appendix 5a- Subcontracting Financial Health Statement

Organisation:	
UKPRN:	
Company Number:	

Review completed by:	
Role:	
Date:	

Financial review			
No	Auditable item	✓	Comments
1	Is there a group/parent company whose financial position could significantly impact the financial health of the organisation?		
2	Accounts filed up to date.		
3	Any court ruling which has financial consequences		
4	Dun and Bradstreet analysis obtained and reviewed		

Scoring using the DfE approach to assessing financial health

[DfE financial health assessment - GOV.UK](https://gov.uk/guidance/financial-health-assessment)

Financial review scoring				
No	Auditable item	Result	Score	Comments
5	Profitability (sustainability)			
6	Solvency (current ratio)			
7	Gearing (debt ratio)			
8	Total			

Financial rating			
No	Auditable item	Grade	Comments
9	Rating		

Appendix 6- Batch header process



Document transfer guidelines

Batch header process

1. Introduction

A large volume of documents is transferred between London South East College and its partners and internally between college departments. To ensure that documents are transferred safely and processed in a timely fashion, a clear procedure needs to be in place.

These guidelines identify how documents will be processed through a document transfer system.

All partners will use the batch header spreadsheet to submit a number of key documents, receiving in return a unique batch code that identifies the documents that have been submitted, validation that the documents meet the processing requirements and confirmation that they have been processed.

2. Process

The key documents that will be processed through the document transfer system are identified in Table 1 below.

Table 1

Documents	Key
Enrolments	E
Withdrawals	W
Achievements	A
Transfers	T

On receipt of the batch header (and subsequently the documents to support it), a unique batch code will be emailed to the lead contact. A folder will then be set up on the College SharePoint system via the dedicated partner's page.

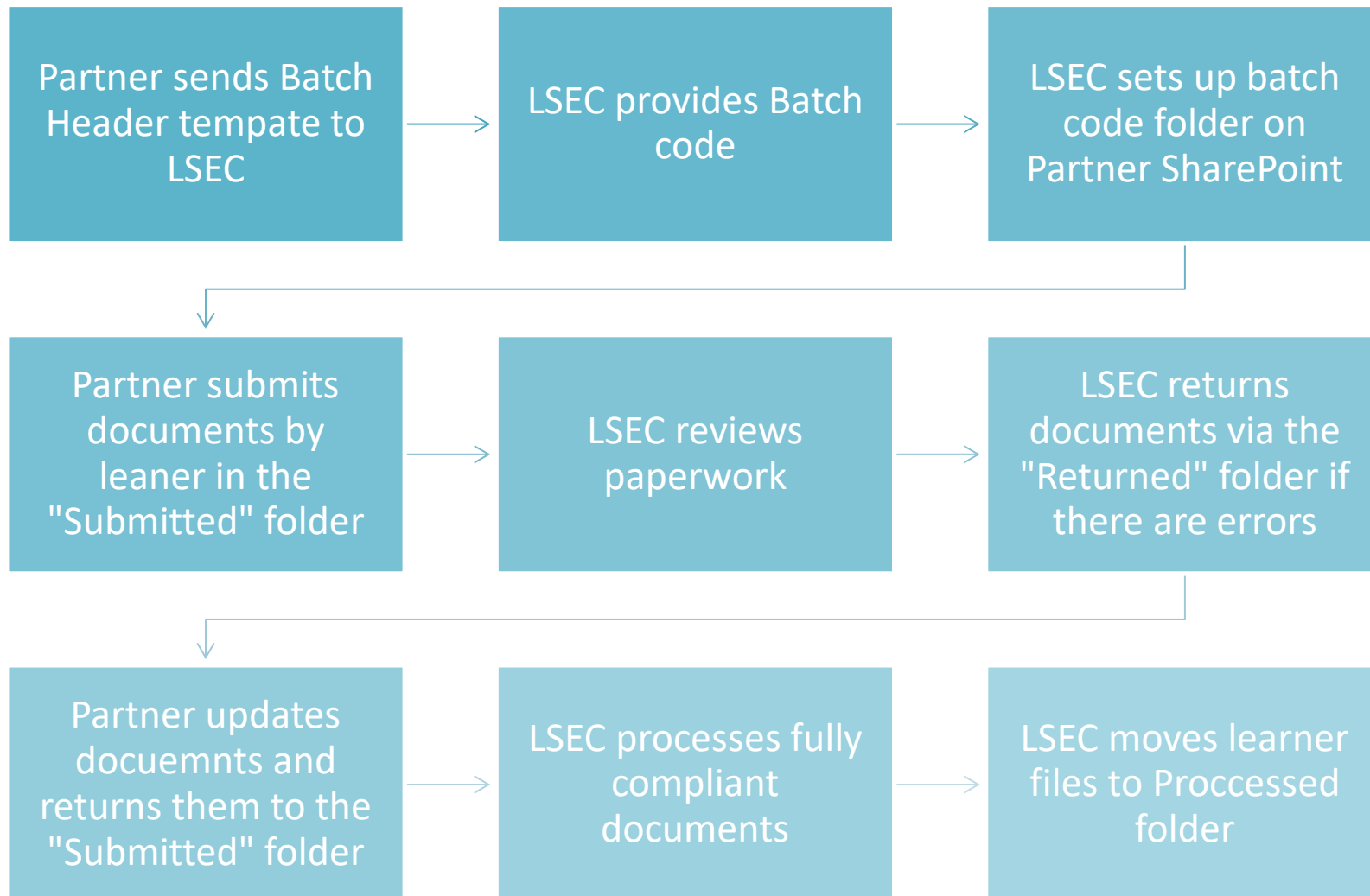
Partners will upload the required documents by learners in the "submitted" folder within the partner SharePoint page under the relevant batch code.

The documents will be reviewed for errors, and a further confirmation e-mail will be sent confirming they are being processed or returned for errors.

If errors are found, the documents will be returned by placing them in the "Returned" folder. The documentation will have a front sheet identifying what needs to be added or amended. The partner will resubmit the document using the same Batch code, adding it to the "Submitted" folder again.

Once all the documents are accurate, the college MIS team will upload them to the ILR. Once complete, the learner files will be moved to the "Processed" folder, and a final confirmation message will be sent.

3. Process Flow chart



4. 2026-27 Processing dates

RO Return date	Paperwork submission to LSEC	ILR Return	Reports and payment to partners	The invoice was returned to the college	Payment to Partner
R1	N/A	04/09/26	11/09/26	15/09/26	25/09/26
R2	25/09/26	06/10/26	16/10/26	20/10/26	30/10/26
R3	23/10/26	05/11/26	13/11/26	17/11/26	27/11/26
R4	23/11/26	04/12/26	11/12/26	16/12/26	18/12/26
R5	14/12/26	07/01/27	15/1/27	19/01/27	29/01/27
R6	22/01/27	04/02/27	12/02/27	16/02/27	26/02/27
R7	19/02/27	04/03/27	12/03/27	16/03/27	26/03/27
R8	22/03/27	06/04/27	16/04/27	20/04/27	23/04/27
R9	26/04/27	07/05/27	15/05/27	18/05/27	28/05/27
R10	21/05/27	04/06/27	11/06/27	15/06/27	25/06/27
R11	25/06/27	06/07/27	16/07/27	20/07/27	23/07/27
R12	16/07/27	05/08/27	13/08/27	17/08/27	27/08/27
R13	27/08/27	14/09/27	24/09/27	28/09/27	24/09/27
R14	17/09/27	21/10/27	29/10/27	02/11/27	
	- 2 weeks	-	+ 1 week (Friday)	+2 working days	End of the month (Friday)

Appendix 7- Performance review agenda

Performance review Agenda

Agenda Date:

Partner:

Nos	Attendees:	Action by
1.	Apologies for absence:	
2.	Minutes and matters arising from the previous meeting Discussed	
3.	Starts profile monitoring	
4.	Learner Progress monitoring	
5.	Single Equality scheme- E&D, PREVENT and BV:	
6.	Health, safety and safeguarding	
7.	Quality of Teaching, learning and assessment:	
8.	Learner experience and satisfaction	
9.	Staffing resource, qualifications and CPD	
10.	Due Diligence review is required.	
11.	Agenda theme point	
12.	AOB	

Appendix 8- Quality review agenda and action plan

Quality visit Report

Partner name:		Visit Date:	
Attendance from the partner		Quality visit completed by	

Location of Visit	
--------------------------	--

No.	Item	Notes
1	Actions from previous visit	
2	Internal Verification	
3	Awarding body updates	
4	Teaching, Learning and Assessment Profile <i>(Partner update)</i>	
5	LSEC observations/ learning walks key findings	
6	Review of marked work <i>(including tutor feedback)</i>	

7	Feedback from students <i>(quality of learning/ progression)</i>	
8	Feedback from staff <i>(support arrangements/ CPD)</i>	
9	AOB	

Overall Summary

Quality visit action log

Members

(KY) Kerry Young

Meeting date	Note	Action	Resp.	Update	Status

Appendix 9- Compliance review agenda and action plan

Compliance visit Report

Partner name:		Visit Date:	
Attendance from partner		Compliance visit completed by	

Location of Visit	
--------------------------	--

No.	Item	Notes
1.	Actions from previous visit	
2.	Learner file review	
3.	Starts profile update	
4.	Due diligence review (to include operational improvement training against DfE guidance)	
5.	Single central record	
6.	Compliance with Prevent duty (table 1)	

7.	AOB	
----	-----	--

Overall Summary

Table 1- Prevent duty compliance

Element	✓	Comment/ Evidence
Are there clear and visible policies and procedures for managing whistleblowing and complaints		
Are there policies in place for students using IT equipment to research terrorism and counter terrorism in the course of their studies		
Are there policies and procedures for events held by staff, students or visitors, and relationships with external bodies and community groups who may use premises, and/or work in partnership with the institution		
Has appropriate training and development for governors, board members, leaders and staff been undertaken		
Are staff exemplify British values in their management, teaching and through general behaviours in institutions		
Is there evidence of the curriculum and pastoral care promoting British values to learners		
Are there robust procedures both internally and externally for sharing information about vulnerable individuals		
Is there a clear Prevent referral process with a single point of contact which is known to all staff and students. This will usually be the same as the existing safeguarding process		

Action log

Members

(ET) Emma Tissiman

Meeting date	Note	Action	Resp.	Update	Status

Appendix 10- Single central record audit

Single Central Record should be checked once a month as a minimum. Audit notes must be shared with HR, Executive Principal and Deputy Principal Safeguarding following completion.

For additional guidance please consult KCSIE safer recruitment section:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1181955/Keeping_children_safe_in_education_2023.pdf

Area to be recorded	Information to be checked/guidance	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27
Name of person completing audit												
Present at audit												
Date of audit												
First Name												
Surname												
Other names known by												
Address												
Start Date												
Job Role												
Identity Check	Evidence provided											
	Seen by											
	Date it was seen											
Identity Check	Evidence provided											
	Seen by											
	Date it was seen											
Right to work in the UK	Evidence provided											
	Seen by											
	Date it was seen											
Children's barred list check	Confirmation of completion											
	Seen by											
	Date it was completed											
Enhanced DBS Check	Date it was completed											

	Seen by											
	Date it was completed											
	Expiry Date (or check that no DBS are over three years - note any that are coming up for renewal in the next three months)											
	If a DBS has not been received or references have not been obtained prior to starting a risk assessment must be in place which has been approved by senior leadership and Deputy CEO.											
	Expiry date of risk assessment											
Prohibition from teaching check (completed for all staff)	Date completed											
	Who completed it											
Overseas Check	Required yes/no											
	If yes - date completed											
	If yes - who completed it											
	If full checks have not been completed a risk assessment must be completed and recorded on SCR											
Professional Qualifications	Required yes/no											
	Qualifications seen											
	Date seen											
	Seen by											
	Teacher reference number											
Online Checks	From September 2022 - online checks prior to interview											
Medical Checks	From September 2022											
	Date completed											

Section 128 (senior leadership and management roles)	Completed by											
Relevant Activity (caring for, training, supervising or being solely in charge of persons aged 18 and under)	Does the role involve relevant activity yes/no?											
Agency/Third party staff (contractors)	Confirmation that relevant checks have been completed by agency/employer including enhanced DBS											
	Date confirmation received											
Non-statutory information - recommended												
KCSIE Part 1 read and confirmation (All staff)	Date confirmed											
KCSIE Whole document (SLT and Governance)	Date confirmed											
Safeguarding annual refresher	Date completed											
Safer recruitment (hiring managers only)	Date completed											
Prevent training (Home Office module- every two years)	Date completed											
DSL Training (every two years)	Date completed											
Additional Checks												
Governance												
Volunteers												
Leavers	All leavers have been removed from the SCR immediately after their employment has ended											

Appendix 11- Example learner existence call questions

Learner existence call log

Partner name		Number of live enrolments	
Date of calls		10% sample required	

ID	Learner name	Are you currently taking part in a training programme? If so, what?	What is the name of your training provider	What is the name of your tutor	Do you know who is funding the training	Do you know what you need to do to achieve your qualification	Do you believe the training is good quality?

Appendix 12- Subcontracting Steering Group Terms of reference

Subcontracting Steering group

MEMBERSHIP AND TERMS OF REFERENCE

The subcontracting Steering group is a subcommittee of the Senior Leadership Team and is responsible for ensuring all the subcontracting management plan and its controls are being adhered to.

The subcontracting Steering group is also responsible for the review and approval of all additional training services contracts.

The group is authorised on behalf of the College Executive to implement in year decisions to ensure the subcontracting arrangements meet the strategic focuses of the college, quality of delivery is high, students are making progress and new and additional contracting is approved.

As such it is also responsible for decisions associated to any minor or major contract variations, with a focus on cost/ effort being proportionate to the importance and value of the change. These changes will then be presented to SLT, the Executive Team and/ or the college board depending on the level of significance to the change.

MEMBERSHIP

The membership shall consist of:

- College Principal and Chief Learning Officer (Chair)
- Deputy Principal Apprenticeships and Skills (Vice Chair)
- Assistant Principal Apprenticeships and Employer Engagement
- Director of MIS
- Deputy Principal Quality
- Director of Finance
- Partnerships Co-ordinator

The quorum for meetings shall be 4, including the Chair or vice Chair.

TERMS OF REFERENCE

The Subcontracting Steering group shall consider all matters in respect to the subcontracting arrangements for DfE 16-18, ASF and apprenticeship funding. It will also consider all arrangements concerning GLA ASF funding.

There will be an emphasis on:

- Procuring and setting 16-18, ASF and Apprenticeship contacts

- Monitoring due diligence arrangements
- Monitoring quality and compliance schedules
- Quality and compliance risk reporting
- Monitoring contract compliance
- Minor and major contract changes
- Monitoring eligibility reequipments
- Reviewing and approving all training service contracts
- Monitoring subcontracting reduction plan
- To make recommendations for consideration of SLT, the Executive Team or College Board.

MEETINGS

The College Principal and Chief Learning Officer shall chair the meetings. In their absence it will be chaired by the vice chair Deputy Principal Apprenticeships and Skills.

Meetings shall be held at the end of each term;

- December
- April
- July

Special meetings may be arranged by the forum to meet business needs.

The agenda and minutes will be circulated at least 3 days before the meeting.

Late agenda item and papers may only be submitted on the authority of the chair.

A record of actions shall be taken, issued to members and go to the next meeting for review and to the Senior Leadership Team.

The Subcontracting Steering Group shall be serviced and minuted (for action points). A schedule will also be prepared and presented to each meeting monitoring the progress of agreed actions.

ACCESS TO MEETINGS

The meetings are not open. Key staff may be invited to the meeting by the chair as required.

REVIEW

These TORs shall be reviewed annually by the Executive Board.

Start date: August 2026

Review date: August 2027

Appendix 13- Subcontracting risk register (example)

Subcontracting Risk Register

Risk No	Risk No.	Risk Title	Operational	Financial	Reputational	Likelihood	Risk Score	Risk Priority	Assurance Score	Owner	Control Resp.	Score Change	Previous Score
1	C1	Pre-award activities	1	1	1	1	3	Low	0	NC	DM	3	0
2	C2	Contract award and management	1	1	1	1	3	Low	0	NC	DM	3	0
3	C3	People	1	1	1	1	3	Low	0	NC	DM	3	0
4	C4	Administration	1	1	1	1	3	Low	0	DM	ET	3	0
5	C5	Managing relationships	1	1	1	1	3	Low	0	DM	ET	3	0
6	C6	Managing Performance	1	1	1	1	3	Low	0	NC	DM	3	0
7	C7	Payments and incentives	1	1	1	1	3	Low	0	NC	DM	3	0
8	C8	Risk Management	1	1	1	1	3	Low	0	NC	DM	3	0
9	C9	Contract development and or termination	1	1	1	1	3	Low	0	NC	DM	3	0
10	C10	Provider Development	1	1	1	1	3	Low	0	DM	ET	3	0

Appendix 14- Provider external assurance on subcontracting controls certificate

AWAITING TO BE ADDED – SCRUTTON BLAND TO SEND TO US ASAP

Appendix 15 – example Subcontracting Committee Meeting Agenda

Subcontracting Committee Meeting AGENDA

Date:

Chair:

Minutes:

Location:

Membership:

Apologies:

		Lead
1.	Welcome, Approve minutes and review actions from last meeting (10:30 – 10:40)	10 Mins
2.	Partner Performance updates, 16-18 study programmes and adult provision (10:40 – 10:50)	10 Mins
3.	Funding Update (10:50 – 10:55)	5 Mins
4.	Subcontracting Audit (10:55 – 11:05)	10 mins
5.	Quality Monitoring – Internal Quality reports and feedback (11:05–11:15)	10 Mins
6.	SCR and Safeguarding updates (11:15 – 11:20)	5 mins
7.	AOB (11:20 – 11:30)	10 mins
	Date of next meeting	