

SUPPLY CHAIN FEES AND CHARGES POLICY

1 Mission

1.1 'Realising student potential and achieving excellence'.

2 Context

This policy is written in the context of the College Corporate Strategy 2013-2016 and with particular reference to the College Strategy for Employer Engagement and External Partnerships.

The context of this policy supports the following:-

2.1 Safeguarding Statement

The College recognises its responsibilities and duties under the Working Together to Safeguard Children 2015 requirements, which defines safeguarding as:

- protecting children from maltreatment;
- preventing impairment of children's health or development;
- ensuring that children grow up in circumstances consistent with the provision of safe and effective care; and
- taking action to enable all children to have the best outcomes.

The College believes that safeguarding students is our paramount concern and therefore safeguarding issues take priority in relation to any other policies and/or procedures.

The College works in line with the Statement of Government Policy on Adult Safeguarding; Safeguarding Adults Principles to safeguard and prevent abuse of vulnerable adults.

Empowerment- Presumption of person led decisions and informed consent.

Prevention- It is better to take action before harm occurs.

Proportionality- Proportionate and least intrusive response appropriate to the risk presented.

Protection- Support and representation for those in greatest need.

Partnership- Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse.

Accountability- Accountability and transparency in delivering safeguarding.

2.2 H&S Statement

Doncaster College recognises its responsibilities and duties under the Health and Safety at Work Act 1974, to provide a healthy and safe working and learning environment so far as is reasonably practicable. This duty extends to cover employees, students, contractors, Visitors and members of the public and covers all its related activities and undertakings.

2.3 Equality & Diversity Statement

Doncaster College strives to promote an ethos and image that positively reflects its commitment to advancing equality of opportunity and celebrating diversity. The College does not tolerate any prejudicial behaviour by any member of its community and has a zero-tolerance policy to bullying, harassment and victimisation. Every step is taken to eliminate unlawful discrimination and foster good relations among all social groups. The College is committed to ensuring that it does not discriminate either directly or indirectly against individuals on the grounds of age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership.

3 Purpose

- 3.1 Doncaster College is a large further education college based in South Yorkshire. It is a leading provider of work-based learning on a local, regional and national level.

The College has built a reputation for providing responsive training solutions tailored to meet the needs of employers. This has been made possible through a commitment to building lasting relationships with its supply chain network of training providers.

- 3.2 Crucial to the College's strategy for employer engagement is the establishment of a strong supply chain working with private training providers and industry specialists. Doncaster College actively seeks opportunities to engage with specialists and providers that have the ability to deliver high-quality provision. This enables the College to respond quickly to industry needs and provide excellent learning and education for individuals and effective workforce development programmes to employers.
- 3.3 Doncaster College works with providers to offer outstanding services to its customers. This is achieved through developing the unique skills and expertise each provider brings to the supply network. Over time, the College has refined its supply chain management systems to ensure that providers strengthen the College's offer and provide all parties with a sustainable, competitive advantage in what is a highly competitive market.
- 3.5 Doncaster College strategy for employer engagement sets clear outcomes for the standards of service it expects for its customers. It invests a significant amount of time and resource in developing its supply chain so that expected results are

achieved. The standards of service supplied through its network of providers are robustly managed and constantly reviewed to make sure they meet the customer's expectations. A culture of continuous improvement and shared goals are at the heart of Doncaster Colleges' ethos and culture.

- 3.6 It is Doncaster Colleges intention is to build long-term relationship with a provider. Doncaster Colleges' effective management of its supply chain has resulted in many benefits. It enables the College to be highly responsive to customer demands, to capitalise on new opportunities and grow market share. It does this whilst providing a consistently high level of service and improved long-term performance for all those involved in the process.

4 Scope

- 4.1 This policy applies to all subcontracted delivery in the College with effect from 1st August 2013. This policy applies ONLY to Provision Sub-contracting.

5 Responsibility

- 5.1 The Director of Workforce Development is responsible for the implementation and updating of this policy.
- 5.2 The Partnerships Manager is responsible for overseeing the day to day operations and communication with all subcontractors
- 5.4 The Academy management team/sub-contracting partner is responsible, along with the course teams, programme coordinators, work-based tutors and assessors for ensuring the completion of course improvement action plans which will feed into the Programme Area Quality Improvement Plan.

6 Monitoring, Review and Dissemination

- 6.1 Adherence to the policy will be monitored through internal audit and by the Workforce Development Team.
- 6.2 The Director of Workforce Development will provide reports for the college executive and governors relating to the performance of subcontractors
- 6.3 The policy will be reviewed annually by the Director of Workforce Development

All subcontractors will complete a self-assessment report and quality improvement plan at the end of each financial year or at the end of the contract whichever is appropriate.

7 Policy

7.1 To provide a consistent approach to all subcontracting activity.

Due diligence

7.2 There are robust selection processes (appendix 2) in place for new providers that align to funding responsibilities and due diligence requirements as set out by the skills funding agency. This rigorous and supportive process allows Doncaster College to deliver on its employer engagement objectives, whilst enabling the private provider to develop and grow their capability within their own business model.

7.3 The starting point of the new provider selection process, which is led by the Director of Workforce Development, is an in-depth analysis of the potential provider's delivery model and how it matches Doncaster Colleges' strategy, ethos and values.

7.4 A panel (consisting of the Director of Workforce Development, Assistant Principal Curriculum and Quality and Deputy Principal of Finance and Planning) independently reviews the applications and forms a consensus on working with the new provider, and the foundations of any contract offer.

The panel will then interview all potential subcontractors, ensuring they match to the college aims and objectives, and a quality audit will take place at the provider's premises.

Failure to comply with the policy may result in disciplinary action.

On-going support and monitoring

7.6 A plan of support, advice and quality improvement is agreed and implemented prior to a new provider enrolling any students. The provider is supported throughout this time to enable them to meet the outcomes of any agreed action plan. This support can consist of specialist advice and guidance, training, help with quality improvement projects, and support linked to the quality of teaching and learning.

7.7 Doncaster College has in place a contracting team responsible for the performance management of each provider. A dedicated contracting officer works with each provider to build strong relationships and to manage its contract with the College.

7.8 The planning process commences with the formulation of a projected profile of activity based on previous performance, capacity and capability to deliver, and alignment to the College's strategic aims and objectives. Providers are given the necessary tools to not only plan their activity, but to effectively monitor and manage their actual against projected outputs throughout the year.

7.9 Providers are supplied with timely and accurate data each month - this allows them to analyse their performance to date against key performance indicators (KPIs). The KPIs

cover financials, progress against profile, success rates, achievement gaps, and quality assurance and improvement activities. These enable the provider to monitor and manage their performance against their agreed contract with WNC.

- 7.10 Regular performance management meetings take place with each provider to ensure progress against all agreed KPIs are on target and contracts are adjusted in year to reflect the agreed outcomes.
- 7.11 Quarterly progress reviews take place to systematically identify and reduce Doncaster Colleges' exposure to risk resulting from the actions of its provider supply network. The system analyses the data on each provider based on the key areas of contract management, financial outputs, data performance, quality assurance, quality improvement, contract compliance, safeguarding, and equality and diversity. A risk rating is reached for each provider that categorises and prioritises any risks identified. This results in a quarterly management action plan being produced. Doncaster College works with individual providers so that actions are taken to eliminate the risks identified.
- 7.12 The process of identifying specific training and support needs commences from the initial engagement with a provider. A tailored programme of training and support is agreed, implemented and regularly reviewed to ensure that each organisation within the supply chain has the capacity and capability to meet the standards of service expected by Doncaster College.
- 7.13 A comprehensive framework of quality impact reviews, observations of teaching and learning, quality improvement programmes, and customer voice activities are undertaken with each provider. A broad range of CPD opportunities are provided
- 7.14 For the supply chain to be successful, it is vital that each provider has the opportunity to network, share best practice and work with each other. As part of its continuous improvement programme, Doncaster College runs a series of networking and best practice events. It also provides a shared provider portal that supports the provider network in its delivery of services to the customer base.

Payment terms

- 7.15 All payments to sub-contracted partners are subject to the subcontracted partner having delivered the services in accordance with their agreement and all reasonable instructions of Doncaster College.
- 7.15.1 All sub-contractors contracts stipulate College will pay all valid invoices within 30 days of the date the invoice is received.

Communication

- 7.16 This policy will be published on the college web site and will be available to approved subcontractors through their Blackboard site.



Doncaster College will publish data on the levels of funding paid and retained at the end of each financial year to include:

- Name of subcontractor and UKPRN number
- Contract start and end date
- Type of provision delivered
- Funding paid to the subcontractor
- Funding retained and support provided
- Fees paid for additional services (if appropriate)



Appendix 1

**A COMMON ACCORD
IN THE WORKING OF SUPPLY CHAINS IN THE
POST-16 LEARNING AND SKILLS SECTOR**

The scope of the Common Accord is supply chain activity using funds supplied by the Skills Funding Agency or any successor organisations.

Signatories to this document commit to the following "Overarching Principle":

Supply chains seek to optimise the impact and effectiveness of service delivery to the end user.

This organisation commits itself to the clauses and principles of the Common Accord

Name: George Trow

Signature: __George Trow_____

Position: Principal and Chief executive

Organisation: Doncaster College

Date: _____April 2013 _____

Clauses and principles of the Common Accord

- i. The scope of the Common Accord is supply chain activity using funds supplied by the Skills Funding Agency or any successor organisations.
- ii. Signatories to the Common Accord commit to the "Overarching Principle" that: "Supply chains seek to optimise the impact and effectiveness of service delivery to the end user."
- iii. In line with the overarching principle, signatories will abide by the following:
 - a. Supply chain management activities should align with the principles of best practice in the skills sector. Signatories to the Common Accord agree to be guided by the principles given in the LSIS publication "Supply Chain Management – a good practice guide for the post-16 skills sector" (Nov 2012 and subsequent iterations)
 - b. Prime/lead providers in supply chains will at all times undertake fair and transparent procurement activities, conducting robust due diligence procedures on potential subcontractors to ensure compliance with the Common Accord at all levels. Signatories agree the importance of ensuring that procurement activities are conducted in a fair and transparent manner to ensure the highest quality of learning delivery is made available, demonstrating value for money and a positive impact on student lives.
 - c. Funding for learning that is retained by the lead provider must be related to the costs of the services provided. These services, and the levels of funding being retained for them, will be clearly documented and agreed by all parties. Signatories commit that the rates of such retained funding should be commercially viable for both sides, should be negotiated and agreed in a fair and transparent manner, and should relate to the actual services being provided.
 - d. Where disputes between supply chain partners cannot be resolved through mutually agreed internal resolution procedures, signatories commit to submission of the dispute to independent outside arbitration or mediation and to abide by its findings. Signatories agree that the achievements of supply chains are attained through adherence to both the letter and spirit of contracts or partnerships. Signatories therefore commit that all discussions, communications, negotiations and actions undertaken to build, maintain and develop supply chains will be conducted in good faith in accordance with the Overarching Principle.
- iv. Signatories to the Common Accord understand and accept that their commitment and adherence to it may be used as criteria or standards by other sector stakeholders, including (but not limited to) funding, representative and professional bodies.



Appendix 2 – Sub-contractor selection process

Step	Part of the process	Timescale
	Doncaster College advertises its intentions to give subcontractors the opportunity to apply to deliver Skills Funding Agency / Education Funding Agency provision via the College's website: http://www.don.ac.uk/about_college/procurement.aspx	n / a
	Doncaster College creates the 'Invitation to Tender' via the In Tend website https://in-tendhost.co.uk/fe/	n / a
	The In Tend website publishes Doncaster College's tender opportunity and asks for providers to 'express an interest' by a certain deadline (usually two weeks)	Up to two working weeks
	Once the 'express an interest' deadline has been reached, Doncaster College asks for all those parties who have expressed an interest to complete the electronic 'Pre-Qualification Questionnaire' by a certain deadline (usually two weeks)	Up to two working weeks
	Once the electronic 'Pre-Qualification Questionnaire' deadline has been reached the tender opportunity closes, all submitted 'Pre-Qualification Questionnaires' are scored and shortlisting takes place.	Up to two working weeks
	Successful providers above a pre-set score are invited to give a 15 minute presentation on what a partnership with Doncaster College means to them and to attend a 15 minute interview at Doncaster College.	Up to two working weeks
	<p>Successful applicants are informed of an intention to contract subject to satisfactory evidence, references and paperwork being received that supports the information provided in the 'Pre-Qualification Questionnaire'. This includes, but is not limited to, approval of:</p> <ul style="list-style-type: none"> Legal status ascertained by Companies House or otherwise Registered on the Registration of Training Organisations (RoTO) if aggregate value reaches the limit stipulated Evidence that companies have completed the refresh of the RoTO when requested Evidence of being registered with HMRC for tax purposes Included in the UKRLP PQQ details match above details Exemption from notifying ICO about data Copy of Public Liability Insurance Public Liability Insurance expiry date Public Liability Insurance cover value Copy of Employers Liability Insurance Employers Liability Insurance expiry date Employers Liability Insurance cover value Three years audited financial accounts including Balance Sheet Latest Management Accounts including Balance Sheet Copy of Health and Safety policy Specific, written evidence of Approved Centre Status from 	<p>Some information is collected once shortlisted, i.e. finances, insurance policies, and general company policies</p> <p>Remaining information i.e success rates, CV etc are collected within one working week, and an agreed date for the detailed contract meeting within 2 working weeks</p>



	<p>awarding bodies OFSTED Inspection results if applicable Latest SAR Framework for Excellence scores Evidence of CRB / Enhanced CRB checks on all partnership delivery staff Three satisfactory references Names, CVs and copy certificates for all partnership delivery staff Where College is not centre-approved, College must have 'observer' status Approved Health and Safety policies / procedures Success rates relevant to the proposed delivery Submit a complaints procedure for approval</p>	
	<p>The College Executive Team need to be informed of the College's intention to contract and a visit to the Company's premises is undertaken where an initial quality review is carried out along with a general look at the MIS and administration.</p>	<p>Within one working week</p>
	<p>An initial proposed contract meeting with the following staff members is arranged to discuss the details of the delivery agreement:</p> <p style="padding-left: 40px;">Director of Workforce Development, The main / appropriate delivery area Academy Director; and The Partnerships Manager.</p>	<p>Up to two working weeks from notice of intention to contract</p>
	<p>The proposed delivery agreement is sent to the College Executive Team for consideration and approval.</p>	<p>Information to be presented at the next available Exec meeting following receipt of the delivery profile</p>
	<p>The Agency need to be informed on the College's intention to contract with each company.</p>	<p>Within one working week of the initial contract meeting</p>
	<p>Contracts over £100,000.00 are required to go to the Governors for consideration and approval.</p>	<p>Information to be sent within one working week of receipt of the delivery profile</p>



	Contracts are written, agreed and signed. Regular performance management meetings are scheduled in for both parties to attend.	Once approved by College Executive and / or Governors as appropriate, this stage will be completed within one working week
	Subsequent meetings with designated partner and College Academy contract management staff are arranged to discuss the finer operational details of the delivery.	Up to two working weeks

Appendix 3 – Fees Charged and support offered

Fees Charged		
Management fee	Dependent on risk banding	
	A provider who has an established training record and / or grade good or better in Ofsted inspections	15% of contract for low risk subcontractors
	A provider who has an established training record but no record of Ofsted inspection grade (may not be in scope)	20% for medium risk subcontractors
	A provider who is new to the delivery of training and/or has limited experience of the delivery of training and has not been graded by Ofsted	30% for high risk subcontractors
Additional fees may be charged for :		
Travel expenses	For more than 2 visits per year (2 visits per year will be covered from the management fee)	Charged at the college mileage rate of 45 pence per mile
Teaching learning and assessment observations	Where observations are not carried out by the provider (the college will carry out 2 dual observations per year with no additional cost)	Charged at a rate of £60 per hour
Internal verification	Where the college is providing this service	Charged at a rate of £60 per hour
Training / support	Where there is an identified additional training need	Charged at a rate of £60 per hour
Certification / registration fees	where the college is the accredited centre	As awarding body fees
Accommodation	If required for an overnight stay	London £100 Elsewhere £80

Please note:

We reserve the right to vary the above rates for established partners through agreement by Executive where a compelling argument can be presented.



Support given for the management fee:		
Training relating to enrolment paperwork and processes	On 2 occasions per year	
Quality Review Audits	2 per year on subcontractors premises	
Performance management review meetings	4 per year	
Processing of funding claims	Monthly as necessary	
Providing information for invoicing	Monthly as necessary	
Providing access to Blackboard	On-going	
BlackBoard training	One occasion	
Data Hygiene of paperwork submitted	Monthly as necessary	
CPD/ Mandatory training e.g. Equality & Diversity, Data Protection, Health & Safety, Prevent Training etc., as well as other staff development that will support the quality and effectiveness of partner programme delivery	Offered at key points through the year	
Provide funding guidance support	As necessary	
Lesson Observation training	On 2 occasions per year	

Appendix 4 – List of policy/statements in place

Listed below is a sample list of the standard policies which are available to all our sub-contractors.

All college policies and procedures are available on Blackboard once a contract with a sub-contractor has been signed,

Data Protection

Equality & Diversity Policy, comprising of individual policy statements as follows:

- Age Equality Policy Statement
- Disability Polity Statement
- Gender Reassignment Policy Statement
- Marriage and Civil Partnership Statement
- Race Equality Policy Statement
- Religion or Belief Policy Statement
- Sexual Orientation Policy Statement

Disability Statement

Safeguarding Children and Young people policy

Safeguarding Staff policy

Safeguarding Students policy

Safeguarding vulnerable adult's policy

Inclusive Risk Assessment policy for partners

Whistleblowing Policy

Health & Safety Consultation Policy

Health, Safety and Welfare Policy



Appendix 5 – Definitions of serious breach – not exhaustive

Fraud

- Staff or students falsifying signatures and dates
- Ghost students
- Student registers being altered
- Altering documentation to manipulate the information
- Claiming for delivery which hasn't been provided
- Criminal activity
- Breaching confidentiality

The above are only a few examples of what the College would consider as fraud and immediate action would be taken with any sub-contractor found to be in breach.