
MANTRA LEARNING GROUP SUBCONTRACTING POLICY

Policy Contents

Section	Content	Page
A	Introduction	2
B	Fees	3
C	Selection	4
D	Pre-contract checks	5
E	Contract Agreements	6
F	Performance monitoring and continuous quality improvement	7
G	Development and action planning	9
H	Subcontractor Development	10
I	Suspension of contract terms and/or contract changes	10
J	Payment Terms	11
K	Termination of contract agreements	11
L	Dispute resolution	13
M	Re-Contracting	13
Appendix 1	Outline of Process Responsibilities	13

A) INTRODUCTION

Purpose

The purpose of this document is to outline Mantra Learning Group's approach to the selection and management of sub-contracted providers.

This policy should be read in conjunction with other Mantra Learning Group policies and procedures and the sub-contract.

This policy covers provision subcontracted under Mantra Learning Limited and The National Logistics Academy Ltd, which forms the Mantra Learning Group.

The purpose of this policy is to define the basis on which any subcontracting arrangements will be managed. Where appropriate, Mantra Learning Group will contract with other parties to deliver programmes and activities funded by the government through its funding bodies. The organisation with which it contracts will be subject to the requirements set out below.

Scope

The Subcontracting policy will be communicated via the Contracts Manager to all sub-contracted provision. The Mantra Learning Limited and The National Logistics website will publish the policy. This policy shall be operated with effect from January 2017 and revised annually.

Responsibility

Responsibility lies with the Senior Management Team to ensure that the Subcontracting policy is adhered to.

Entering into sub-contracting arrangements

The Mantra Learning Group is committed to growing and diversifying the range of programmes and services it delivers to widen participation, engage in new and emerging markets and to support the needs of the local, regional and national strategies. This approach will also allow us to reach out to under-represented groups, making us a more inclusive organisation. In order to achieve this, we have taken the strategic decision to subcontract part of our provision to partner organisations that will demonstrate high quality delivery and enable sharing of good practice.

Mantra Learning Limited and The National Logistics Academy subcontracts apprenticeship training for two strategic purposes:

1. Where Mantra Learning and The National Logistics Academy wants to train apprentices who are situated in a locality where Mantra Learning and/or The National Logistics Academy does not have a physical presence and where a substantial amount of off-the-job training is involved and where the travel distance



to the nearest Mantra Learning Group centre is impractical. In such circumstances, Mantra Learning will subcontract elements of the apprenticeship delivery to a local provider that is better situated to support these apprentices.

2. Where Mantra Learning Limited and/or The National Logistics Academy has a national customer that seeks to engage in an apprenticeship programme that involves delivery at sites across the country. In these circumstances Mantra Learning and The National Logistics Academy will subcontract elements of the apprenticeship delivery to subcontractor's network.

Upon successful completion of the application and selection process, Mantra Learning and/or The National Logistics Academy will enter into sub-contractor agreements annually, to commence each funding year. A contract must be signed and on file before delivery commences unless agreed prior with the funding authority.

Mantra Learning or The National Logistics Academy does not appoint sub-contractors that hold an aggregate contract value of £100,000 or above per academic year, including any proposed provision, unless they are listed on the Register of Training Organisations or the Register of Apprenticeship Training Providers.

Mantra Learning subcontracts Adult Education Budget for two strategic purposes:

1. Where Mantra Learning has identified a need for provision that it does not currently deliver, and that provision will enable Mantra Learning to offer a broader range of courses to a greater number of residents in the localities it serves.
2. Where Mantra Learning Limited has engaged with employers who operate in multiple localities that Mantra Learning Limited does not currently serve, it will appoint subcontractors in those localities so it can offer a comprehensive service to those employers.

Mantra Learning and The National Logistics Academy subcontracts Bootcamp training for two strategic purposes:

3. Where Mantra Learning and The National Logistics Academy wants to train apprentices who are situated in a locality where Mantra Learning and/or The National Logistics Academy does not have a physical presence and where a substantial amount of off-the-job training is involved and where the travel distance to the nearest Mantra Learning centre is impractical. In such circumstances, Mantra Learning will subcontract elements of the apprenticeship delivery to a local provider that is better situated to support these apprentices.
4. Where Mantra Learning Limited and/or The National Logistics Academy has a national customer that seeks to engage in the Bootcamp programme that involves delivery at sites across the country. In these circumstances Mantra Learning and The National Logistics Academy will subcontract elements of the Bootcamp delivery to subcontractors network, for services only.

B) FEES

The management fee is negotiated individually with each sub-contractor and is between 12% and 20%.

A penalty will be applied if the sub-contractor's success/timeliness rates do not meet minimum levels of performance. These will be set annually by Mantra Learning Limited and will take into account the minimum levels of performance set by the Skills Funding Agency.

This penalty may also apply if the sub-contractor:

- Receives a Grade 4 for teaching, learning and assessment and other key learner experiences
- Has an internal audit error rate over 5%
- Has inadequate safeguarding procedures

C) SELECTION

Upon request to subcontract with The Mantra Learning Group, the subcontractor will arrange to meet The Mantra Learning Group Managing Director and/or the Strategic Director to discuss the purpose for subcontracting and identify needs to subcontract, as defined above.

No agreements for subcontracting will be made between Mantra Learning and/or The National Logistics Academy, and the potential subcontractor, until pre-contract and due diligence checks have taken place and the subcontractor has been deemed high quality and low risk.

The Managing Director and/or the Strategic Director will inform the Contracts Manager and the Quality manager compliance of any potential subcontractors and contract values, to enable pre-contract checks to take place.

Potential subcontractors that are not listed on the Register of Training Organisations must not be appointed if they already hold contracts with an overall value of £100,000 or above per academic year with one or more directly funded providers, or if the subcontract from Mantra Learning Group, would take the total value of their contracts over £100,000. In such cases, the potential subcontractor must be listed on the Register before any discussions can take place to subcontract with The Mantra Learning Group.

We will only award contracts for delivering funded provision to legal entities. If the legal entity is a registered company, it must be recorded as 'Active' on the Companies House database.

We will not award a contract to a legal entity if:

- It has an above average risk warning from a credit agency.
- It has passed a resolution (or the court has made an order) to wind up or liquidate the company, or administrators have been appointed,

Or

- Its statutory accounts are overdue.

D) PRE-CONTRACT CHECKS

All potential subcontractors will undergo rigorous due diligence checks prior to any contracts being signed. These checks will include, but not limited to:

- Details of Partners/Directors, contact names and addresses and company registrations
- Financial viability health checks
- Relevant policies and procedures
- Details of other ESFA/EFA contracts
- Schemes of Learning for proposed programmes
- Schedules and findings of observations of teaching, learning and assessment
- Details of premises and resources to support proposed training
- Risk assessments for delivery locations
- Details of any accreditations and latest awarding body reports
- CVs including professional qualifications and DBS checks of all staff
- CPD records for all delivery staff
- Evidence that staff have undertaken Safeguarding, Prevent and equality & diversity training
- Data protection processes and policies, including GDPR compliance

Contracts will not be issued to subcontractors where the financial checks have been failed.

Completion of a due diligence checklist will be required by all potential subcontractors. The due diligence checklist, requested documentation and an example copy of a contract, must be supplied by, and returned to, the Mantra Learning Group's Quality Compliance Manager.

The Quality Compliance Manager will collect and review all documentation provided by the potential subcontractor. Once satisfied that all documentation has been provided it must be communicated to Mantra Learning Group's strategic director.

The strategic director will work with the Quality Manager to assign a member of the quality team to arrange a quality monitoring with the potential subcontractor. This visit will be to:

- Review the effectiveness of quality systems and processes
- Verify assessment practices and standards (Awarding body reports)
- Effectiveness of delivery methodology, to include Observation of Teaching, Learning and Assessment, sample observation reports, learner and stakeholder views
- Conduct an observation of teaching and learning/work scrutiny
- Ensure staff hold/or are working towards the relevant qualifications required for the delivery of potential provision
- Review the arrangements in place to support functional skills delivery, if applicable
- Review compliance with contractual and funding requirements
- Review the effectiveness of self-assessment and quality improvement planning
- Analyse complaints and safeguarding concerns

- Review use of learner and employer feedback and how it is gathered by the potential subcontractor
- Identify potential training requirements
- Review Ofsted readiness
- Ensure data protection processes are being maintained
- Determine risk rating of potential subcontractor and identify any significant issues which may impact on the delivery of the potential planned provision

Risk rating will be identified by an RAG rating system. This will indicate whether the potential subcontractor is low (Green rating), medium (Amber rating) or high (Red rating) risk. This is determined by the overall effectiveness of the potential subcontractor following the outcome of the quality visit.

If it is identified that the potential subcontractor has development needs, a development plan must be agreed and put into place.

The Quality team member will complete the due diligence document and store this securely, as well as documentation requested.

The Quality team member must inform The Mantra Learning Group Managing Director and relevant Manager of the outcome of the quality monitoring. This will include risk rating, development plans and any concerns relating to the potential subcontractor.

The Development plan and/or contract agreements may then be agreed. If the contract is not agreed at this time, the relevant managers will communicate the decision to the potential subcontractor. If applicable, another quality visit will be arranged by the quality team to provide an update on development plan activities and review the risk rating, based on any improvements made by the potential subcontractor.

E) CONTRACT AGREEMENTS

The Mantra Learning Group Managing Director, Strategic Director and Contracts Manager will discuss and agree contract agreements for the subcontractor.

The Contracts manager will then issue the legally binding contract to the subcontractor. The contract must be signed by an eligible member of the senior management team within the subcontractor and Mantra Learning Group Managing Director.

Contract content must include, but not limited to:

- Agreed funding allocation and management fee
- Internal process expectations for observations, CPD and training
- Performance monitoring procedures
- Data reporting
- QIP/SAR expectations
- Admin processes for submitting learner and employer paperwork (to include dates/frequency of submissions and any potential impact on payment should deadlines not be adhered to)
- Process for recording, submitting and processing early leavers
- Specific arrangements for the delivery of Functional Skills, if applicable
- Learner feedback collection targets of 80% of completions

- Completion of subcontractor learner and employer forums
- Target of >85% timely achievement rates, if applicable
- Target of >90% overall achievement rates, if applicable
- Target of <10% 6-week early leaver rate
- Target progression rates of >50% to positive outcome
- Target audit error rate of less than 5%
- Expectations of grade 2 or above in the event of an Ofsted inspection and/or external audit
- Awarding body arrangements and notifications - risk rating change and/or DCS withdrawal
- Complaints, H&S, safeguarding incidents and data protection breaches reporting arrangements to Mantra Learning Limited
- Procedures in the event of suspension and/or withdrawal of contract
- Renewal terms of the yearly contract

Signed and agreed contracts will be held within the contracts department.

If it is agreed that training will be provided, a training schedule must be prepared and agreed between Mantra Learning Limited and/or The National Logistics Academy and the subcontractor.

F) PERFORMANCE MONITORING AND CONTINUOUS QUALITY IMPROVEMENT

The Mantra Learning Group is committed to supporting all Subcontractors to develop and deliver high quality provision through robust quality assurance and improvement processes, to ensure that public funds are protected and used effectively to deliver high quality provision for learners and employers.

In order to ensure that subcontractors are performing to an agreed standard, the following key performance data will be closely monitored:

- Achievement rate data across all relevant SSA's (to include review of early leavers and learners passed or approaching end date)
- Revenue (profile against allocation)
- Progress data
- Observation/work scrutiny data
- Deep dives
- EDIMs data
- Learner feedback data
- Development plan updates
- Internal Audit Report
- External audits and/or awarding body visits where applicable
- Complaints, safeguarding, H&S and data protection incidents

The above areas will be reported at the monthly quality management meeting and any concerns will be identified and addressed by the quality team with the subcontractor.

The Mantra Learning Group will conduct learner and employer forums. This can be conducted as part of observations and/or over the telephone. Subcontractors will be

required to conduct their own learner and employer forums and the results must be shared with the Mantra Learning group on request.

Quality monitoring from The Mantra Learning Group will take place throughout the contract year at the subcontractor premises or virtual. The frequency of these visits will be dependent on the risk rating given at the previous quality check and can be unscheduled:

GREEN – Subcontractors will receive quality monitoring (minimum of 2 per year) and will be subject to yearly approval/due diligence checks

- Effective systems for measuring the quality of teaching, learning and assessment for all tutors/assessors are in place and provides the appropriate supporting evidence
- All due diligence checks are completed and approved
- Internal audits and compliance checks are good
- Staff are attending sufficient CPD and standardisation activity
- Learner satisfaction rates are good
- Subcontractor is achieving or exceeding all agreed KPIs (e.g. success rates)
- All awarding body requirements are met and are of DCS status (where applicable)
- OFSTED grade is at least grade 2 (where applicable)

AMBER – Subcontractors will need to complete an appropriate action/development plan within the agreed timeframes and will be subject quarterly quality monitoring

- Systems for measuring the quality of teaching, learning and assessment for tutors/assessors are in place but may not be effective or provide satisfactory evidence
- Most due diligence checks are completed and approved
- Internal audits and compliance checks are at least 'requires improvement'
- Staff are attending some CPD and standardisation activity.
- Learner satisfaction rates are at least 'requires improvement'
- Some KPIs are being achieved (e.g. success rates)
- Most awarding body requirements are met and are of DCS status (where applicable)
- OFSTED grade is a grade 2 (where applicable)

RED – Subcontractors will need to complete an appropriate action plan within the agreed timeframes and will be subject to a high frequency of quality monitoring. Delivery may be temporarily suspended activity until action plan is completed and achieved.

- Systems for measuring the quality of teaching, learning and assessment for all tutors/assessors are not in place and do not provide any evidence
- Due diligence checks are not completed and subject to approval
- Internal audits and compliance checks are at least requires improvement
- Staff are attending no CPD and standardisation activity.
- Learner satisfaction rates are at least requiring improvement
- KPIs are on the whole not being achieved (e.g. success rates)

- Awarding body requirements are not being met and are not DCS status (where applicable)
- Some course success rates are at/above national average
- OFSTED grade is grade 3 (where applicable)

Should a subcontractor receive a risk rating of red, The Managing Director, Quality Manager and strategic director must be informed, and sections G and H of this policy must be followed, dependent on the rationale for the risk rating.

Subcontractors will be RAG rated after each quality visit and/or performance review based on key performance data.

Frequency of quality visits can be changed based on concerns from any of the key performance data reporting or as a result of concerns raised during a quality visit.

External audits may be conducted by awarding bodies and/or the Skills Funding Agency during the contract year. In the event of an audit, subcontractors affected must be notified by a member of the quality team if the provision is part of their contract with The Mantra Learning Group. If the paperwork requested is kept on the subcontractor premises, Mantra Learning group must arrange for this to arrive no later than 3 days prior to the external audit.

In the event of an Ofsted inspection, quality team must inform subcontractors and request a schedule of activity taking place during period of inspection at the subcontractor's premises. These schedules must be added to the Mantra Learning group full schedule of activity. The subcontractor must cooperate fully and in a timely manner following any requests for information.

G) DEVELOPMENT AND ACTION PLANNING

Development plans will be implemented should a subcontractor fail to meet KPI's outlined in their contract or where standards fall below minimum expectations. Development actions may be identified following a quality monitoring, review of KPI data or following the results of a recent external audits/visits.

Formal Action plans will be instated where a subcontractor has failed to address actions from development plans or due to significant failure in meeting KPI's as outlined in the subcontractors' contract.

The subcontractor must inform The Mantra Learning Group if they cannot fulfill the required actions for any reason.

A member of The Mantra Learning Group's quality team will monitor the progress and completion of any development or action plan that is in place. This will require quality monitoring where a member of the quality team will review the evidence or remotely.

A development plan and/or action plan, will only be signed off once Mantra Learning and/or The National Logistics Academy are satisfied that all actions have been addressed and there is clear evidence in place demonstrating ongoing monitoring of the areas identified.

H) SUBCONTRACTOR DEVELOPMENT

All subcontractors will be invited to participate in the Mantra Learning Group's CPD activities and other activities which will help to drive quality improvement and meet ESFA requirements.

The Mantra Learning Group will support all subcontractors with development opportunities where possible. This can include but not limited to:

- Safeguarding processes and training
- GDPR processes and training
- Policies and procedures
- Health and Safety processes and training
- Quality of teaching and learning
- Ofsted requirements and preparation

Development will be discussed with each subcontractor to determine requirements and support to be provided.

Where subcontractors are not willing to improve their development, the suspension of contract terms will be discussed with the subcontractor and the suspension of contract terms will be invoked.

I) SUSPENSION OF CONTRACT TERMS AND/OR CONTRACT CHANGES

The Mantra Learning Group can suspend a subcontractor's contract should any of the following occur:

- Red RAG rating given, following quality visit or following a risk assessment the subcontractor is identified as a risk
- Failure to comply with a Formal Action Plan
- Breach of contract terms and conditions
- Following Ofsted inspection the subcontractor is graded as inadequate
- Following significant failure of an external audit or awarding body visit
- On receipt of a serious complaint/feedback
- Where fraudulent activity is suspected
- Data protection breaches and investigation

In the event of any of the above, the quality team members and/or managers involved in subcontracting management must inform The Mantra Learning Group Contracts Management team, strategic director, and Managing Director of possible suspension of contract. The Contracts Management team and strategic Director will investigate and make the final decision on suspending contract terms or moving to withdrawal of contract, further detailed in section H of this policy.

Timescales must be communicated to the subcontractor on when the decision to suspend contract terms may occur.

The subcontractor must fully co-operate, with any investigations and/or discussions necessary for the Contracts Manager and Managing Director to arrive at their decision.



The outcome of the investigation must be communicated to the subcontractor in writing detailing actions required by the subcontractor and the relevant timescales involved.

In the event that the subcontractor does not agree with the outcome of the investigation, they can escalate their concerns to The Mantra Learning group chief executive. The chief executive's outcome will be the final escalation within the Mantra Learning group.

Where contracts are reduced or revised, a contract variation will be sent by the strategic director to the subcontractor with agreed outcomes.

J) PAYMENT TERMS

The Mantra Learning Group will agree to pay the Subcontractor the Payments for the Sub-Contracted Services, subject to the subcontractors performing its obligations under this Agreement satisfactorily and within the time scales set by The Mantra Learning Group and subject to The Mantra Learning Group having received payment under the Main Contract.

The Payments include all taxes and employers' contributions and shall be payable against submission of invoices from the subcontractor.

If the Employer or the ESFA:

- refuses to pay The Mantra Learning Group for any of the Sub-Contracted Services undertaken by the subcontractor under this Agreement; and/or
- claims money back from The Mantra Learning Group in respect of any of the Sub-Contracted Services; and/or
- requires that any or all of the Sub-Contracted Services undertaken by the subcontractor be performed again to such a standard as it may reasonably require under the Main Contract or the ESFA Rules;

The subcontractor undertakes to indemnify The Mantra Learning Group for any and all costs associated with such action by the Employer or the ESFA.

The Member will be paid in arrears for delivering the Training Programme as specified in the Purchase Order in accordance with the Pricing Structure. The subcontractor will self-bill The Mantra Learning Group on completion of the Training Programme and submission of the required evidence.

All payments to the Member will be by way of electronic payment to an account specified in writing by the subcontractor within 30 days from the date of the self-bill is submitted in accordance with Schedule 4 of the Subcontractor Agreement.

K) TERMINATION OF CONTRACT TERMS

1) Voluntary withdrawal of contract terms

Should a subcontractor wish to terminate their agreement with Mantra Learning Limited and/or The National Logistics Academy they must do so in writing to the



strategic director with proposed timescales. The strategic director must inform the relevant managers and Managing Director of the subcontractors' intention to withdraw from their contract terms.

The subcontractor must fully cooperate with The Mantra Learning Group, to ensure that there is no negative impact on the learners under the subcontracted provision.

The subcontractor must inform learners and employers of their intention to withdraw from Mantra Learning Limited and/or The National Logistics Academy funding and that the Contract Manager will contact them in due course to ensure that their learning is not affected by this change.

Paperwork stored on the subcontractor's premises must be returned to The Mantra Learning Group and a 100% audit must be conducted to ensure all paperwork is present and RAG rated as Green. This may require The Mantra Learning Group to withhold any monies due to the subcontractor until full assurance has been gained.

A final visit to the subcontractor must be conducted by the strategic director and the required managers to finalise the withdrawal process.

2) Enforced withdrawal of contract terms

The Mantra Learning Group will enforce a withdrawal of contract terms should any of the following occur:

- Mutual agreement to end contract between The Mantra Learning Group and subcontractor
- Serious breach of contract terms and conditions including serious data protection breaches
- Continuous underperformance of set KPIs
- Subcontractor declares company liquidation

The subcontractor must fully cooperate with The Mantra Learning Group, to ensure that there is no negative impact on the learners under the subcontracted provision.

The timescale will be communicated by The Mantra Learning Group to the subcontractor in relation to final enrolment dates, delivery dates and final paperwork submission dates.

The Mantra Learning Group will inform learners and relevant employers of their intention to withdraw the contract from the subcontractor.

Paperwork stored on the subcontractor's premises must be returned to The Mantra Learning Group and an 100% audit must be conducted to ensure all paperwork is present and RAG rated as Green.

A final visit to the subcontractor must be conducted by the Contracts Manager and a member of the quality team to finalise withdrawal process.

L) DISPUTE RESOLUTION

Any dispute, difference or question in respect of this Contract arising between the Parties either during the Contract Period or afterwards shall be referred to the nominated contacts for Mantra Learning, The National Logistics Academy and the subcontractor for discussion and review in order to try to resolve the same.

In the event of the nominated contacts being unable to resolve the relevant issue, either party may request in writing that the matter is referred to Mantra Learning Group’s nominated representative and the subcontractor representative nominated for this purpose (jointly “**the Dispute Resolution Panel**”) for formal review and consideration. Any request for referral to the Dispute Resolution Panel must include details of the dispute and any proposals to resolve it.

The Dispute Resolution Panel will meet within 28 days of receiving a request for referral made in accordance with Paragraph above.

M) RE-CONTRACTING

Where a subcontractor wishes to continue to subcontract from Mantra Learning Limited, the process outlined within this strategy will be followed for every funding year. This process can start from funding allocation notification from the Skills Funding Agency.

Signed:

Date: May 2023
Review date: May 2024
Version: 2

Appendix 1 - Outline of Process Responsibilities

Policy Section	Task	Responsible Department
Fees	Agreeing and communicating relevant fee's	Contracts
Fees	Applying Penalties	Contracts
Selection	Alerting relevant departments of potential new providers	Contracts
Selection	Review of Companies House Database	Contracts
Selection	Review of RoTP/RoATP	Contracts
Selection	Review of accounts and credit checks	Contracts or Finance
Pre-Contract Checks	Due Diligence Template issued to potential provider	Contracts

Pre-Contract Checks	All requested documentation to be submitted by the potential provider to contracts	Potential provider/Contracts
Pre-Contract Checks	Documentation to be save in relevant file locations and Quality Manager notified	Contracts
Pre-Contract Checks	Visit to be arranged with potential provider	Quality
Pre-Contract Checks	Visit undertaken to review all relevant areas and documentation	Quality
Pre-Contract Checks	RAG rating set, development plan created (if applicable) and contracts/MD informed out the outcome of the visit	Quality
Pre-Contract Checks	Confirm or reject contract offer and communicate decision to provider	Contracts
Contract Agreements	Set KPIs and Funding Value	MD/Contracts
Contract Agreements	Issue legally binding contract to provider for signing	Contracts
Contract Agreements	Return of contracts, storage and any relevant chasing	Contracts
Contract Agreements	Relevant training scheduled and delivered	Lead by Quality with support of other relevant departments
Performance Monitoring	Monthly Data Reporting	Contracts
Performance Monitoring	Monthly review of KPI data and performance	Quality
Performance Monitoring	Employer/Learner forums	Quality
Performance Monitoring	Quality visits in line with RAG rating schedule	Quality
Performance Monitoring	Any red ratings to be discussed and a development plan implemented	Quality/Contracts/MD
Development and Action Planning	Creation and implementation of development plans – contracts to be informed	Quality
Development and Action Planning	Monitoring of development plan	Quality
Development and Action Planning	Sign off of development plan	Quality
Development and Action Planning	Creation and implementation of a formal action plan	Quality/Contracts
Development and Action Planning	Issue of formal action plan to provider	Contracts
Development and Action Planning	Monitoring of action plan	Quality

Development and Action Planning	Sign off of an action plan	Contracts (in agreement with Quality)
Suspension of Contract terms	Inform MD and Contracts of any breach of contract	Quality
Suspension of Contract terms	Suspension of contract communicated to provider along with relevant timescales	Contracts
Suspension of Contract terms	Investigation undertaken and outcome discussed	Contracts/MD/Quality
Suspension of Contract terms	Outcome of investigation communicated to provider	Contracts
Termination of contract terms	Inform relevant departments of voluntary contract withdrawal	Contracts
Termination of contract terms	Inform learners and employers of voluntary contract withdrawal	Provider
Termination of contract terms	Inform learners and employers of new arrangements	Contracts
Termination of contract terms	100% audit of paperwork	Contracts
Termination of contract terms	Final visit to provider	Quality
Termination of contract terms	Enforced termination of contract terms communicated to provider and relevant departments along with relevant timescales	Contracts
Termination of contract terms	Inform learners and employers of contract withdrawal and new arrangements	Contracts
Termination of contract terms	100% audit of paperwork	Contracts
Termination of contract terms	Final visit to provider	Quality/Contracts
Re-contracting	Arrangements and timescales to be communicated to the provider	Contracts