

*There is a Welsh version of this document available.*

# CAVC Delivery Network (Apprenticeships) Management Policy

## Commitment

CAVC is committed to working with others to enhance the learning offer of its network and that are aligned to CAVC's strategic aims and those of the Welsh Government. CAVC will develop and maintain excellent relationships with its delivery network, to ensure the learning offer is diverse, flexible and of the highest standard.

## Scope and Purpose of the Policy

This policy sets out CAVC's approach to the procurement and management of its delivery network.

The policy applies to all existing and prospective new subcontracted provision for the delivery of Apprenticeships.

## Responsibilities

The Governing Body will be responsible for ensuring that:

- The Policy is reviewed on a regular basis (as per the policy terms of review) and appropriate advice is given on content. The Main Board approves the policy.

Senior Management at CAVC and the delivery network are responsible for:

- Reviewing this Policy and the attached procedures.
- Monitoring and responding to quality and performance data and using this analysis of data to inform future planning to improve the representation, participation and success of network members and their learners.
- Ensuring fair and equitable allocation of resources based on the principles outlined by Welsh Government.

Senior Quality staff at CAVC and the delivery network are responsible for:

- Maintaining the currency of this policy and associated procedures.
- Ensuring all areas of the delivery network meet the requirements of Welsh Government Programme Specification and Estyn inspection requirements. This includes readiness for any Estyn inspection and/or review activity.
- Providing appropriate training and development and support across the delivery network to ensure they can follow the policy.

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- Ensuring appropriate steps are taken to monitor data linked to this policy and that this data is used to inform and improve practice.

All staff at CAVC and the delivery network are responsible for:

- Acting in line with this Policy and associated procedures.
- Attending relevant professional development events and taking advantage of the opportunities open to them for developing their professional learning.

Learners across the delivery network are responsible for:

- Attending all required elements of their provision.
- Reading and abiding by all policies and procedures.
- Completing learner voice surveys and taking part on focus groups if requested.

## Procurement and Due Diligence

Before entering into any contracting arrangement, there will be a comprehensive due diligence process, which allows CAVC to review the following areas:

- Financial Standing
- Staffing/Capability
- Policies and Procedures
- Compliance (Health & Safety, Data Protection and Information Security)
- Quality Cycle
- Safeguarding and Prevent
- Performance
- Leadership & Management
- Wellbeing, Care, Support & Guidance

The due diligence information is reviewed by the following CAVC staff, before being submitted to the CAVC Executive for approval:

- Head of Work Based Learning
- CAVC Assistant Principal, Quality, Teaching and Learning
- WBL Quality and Contract Manager
- WBL Compliance and Contract Manager
- Quality Assurance Officers
- CAVC Group Financial Controller

Once approval is given by the CAVC Executive, a service level agreement will be made by the Head of Work Based Learning.

## Initial Training and Support

New providers will be provided with training and/or support in the following mandatory areas:

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- Contract Compliance & Funding
- Health & Safety & Information Security
- Safeguarding & Prevent
- Quality Cycle including Learner Journey
- Welsh Standards compliance

CAVC offers training and support to its delivery network in areas other than those listed; additional training may be provided in the initial stages if development areas are identified during the Due Diligence process.

The following support activity will be provided, within 1 month of contract start date.

- Support Visit – Data administration, funding and systems
- Contract Management Visit
- Compliance Visit – Audit compliance and process support
- Quality Support Visit (Due Diligence support/action plan)

We also aim to provide the following:

- Ensure there is a shared understanding of the CAVC vision and core values and that they are aware of the role they play in helping to achieve these
- Provide everyone with the opportunity to share and participate in relevant learning and training opportunities to drive quality improvement across the delivery network.
- Promote the use of a full range of development opportunities to benefit individuals and business needs.
- Provide training and support in Common Inspection Framework in readiness for any inspection activity.
- Co-ordinate and track all shared Professional Learning activities across the delivery network.

## Delivery Network Risk Banding

Sub-Contractor risk ratings will be recorded on a Risk Matrix which considers performance, compliance and progress against agreed actions.

Risk Banding	Description	Types of Intervention
<b>Green</b>	Compliant in all areas/development areas in lower risk areas	Monitoring and support at minimum levels and frequency
<b>Amber</b>	Making significant progress month on month in all areas	Raised levels of support and monitoring with appropriate improvement periods
<b>Red</b>	Non-compliant in high risk areas	Improvement/action plans including timescales to be agreed to decrease risk.

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Decline in compliance, performance and progress in one or more of the areas above over a quarterly review period/lack of improvement after intervention will follow Procedure No 170, this could result in the removal of providers from the delivery network.

## Professional Learning Entitlement

All staff within the delivery network will have access to Skillgate for Professional Learning purposes. All staff are required to complete the Mandatory Units as and when notified. Staff can freely access all other CPD modules within Skillgate on an ad hoc basis.

The Lead provider arranges an annual CPD event for all staff, it is expected that Providers allow their staff time to attend.

## Sub-Contractor/Contribution and Payments

CAVC's standard Sub-Contractor Contribution deductions will be no higher than 20%. Initial deduction percentage will commence at 20% and formally agreed with the provider before entering in to a subcontracting arrangement. This deduction is a contribution to the cost of contract administration activities undertaken by CAVC. The amount deducted will contribute to the cost of contract administration by CAVC and will vary between subcontractors to reflect the expected level of support and intervention by CAVC for individual subcontractors, taking into consideration an assessment of risk informed by past experience (where applicable) and the due diligence process. Any change in the percentage will be discussed in advance and agreed in writing with the sub-contractor either at the start of the contracting period, or during the contract year to respond to changing circumstances.

Contract funding payments are calculated and reconciled monthly, once the LLWR Inform data is released by the Welsh Government, net payments are paid a month in arrears, on the 25<sup>th</sup> (or nearest working day). Funding and payment information is forwarded to each network member on a monthly basis. It is a requirement that providers manage their contract allocation in line with the Welsh Government priorities.

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## Support and Quality Assurance

CAVC has a responsibility to support all its delivery network members to sustain high quality provision that meets the needs of learners and exceeds the expectations of stakeholders. The fee charged is used to provide the following support:

- A dedicated Contract Manager and Quality Assurance Officer
- Working groups
- Compliance audits
- Data Administration processing/support
- Self-Assessment & Quality Development Plan Report – analysis and support
- Support and preparation in matters relating to Estyn and inspections
- On-going Information, Advice and Guidance
- Maytas system licences (if required)
- Information Security (if required)
- Health & Safety support and guidance
- Safeguarding/Prevent support and guidance
- Support and guidance on matters relating to ALN and learner wellbeing
- Staff Training and Development (including Skillgate licenses)
- Administer the annual Learner Voice survey and provide results and Action Plans
- Welsh Language – support and guidance and Action Plan
- Equality and Diversity – support and guidance and Action Plan

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## Support Visits

CAVC Quality Assurance Officers will carry out support visits with new delivery network members on a regular basis, as identified by the Risk Rating. These visits will incorporate a range of areas within the five inspections areas of the Estyn Common Inspection Framework, together with any additional Action Plans and Quality Development Plan measures.

## Quality Support

- Each delivery network member will have a dedicated Quality Assurance Officer support.
- Using Self-Assessment Report and Quality Development Plans, Quality Assurance Officer develop an individual Quality Development Plan per provider. This document will outline key areas of focus during the contract year, through quality link review visits, will include, but not limited to, plans for observations of delivery, sampling of operation processes, etc. These activities are designed to support providers in validating areas of good practice, and/or support continuous improvement.
- Monthly review meetings, where Quality Assurance Officer and key contacts will review the outcome of Quality Development Plan visits

Additional Support visits will also be provided to all provider on an on-going basis:

- Data Administration Support – annual visit (if required)
- Funding and Contract support – annual visit.

## Delivery Network Meetings/Working Groups

CAVC provides the opportunities for staff and representatives from the delivery network to meet on a monthly basis to update knowledge and requirements, share good practice, network, and to drive quality improvement.

Meetings include QSA Strategic Board (chaired by Deputy Principal), QSA Management (chaired by Head of Work Based Learning) and QSA Quality (chaired by Quality Manager).

CAVC currently operate an Essential Skills Working Group attended by ES deliverers from across the delivery network.

CAVC will organise and facilitate meetings, which are planned and communicated with sufficient notice

- Ensuring the meetings are purposeful, collaborative and provide the opportunity for all in attendance to contribute and fully participate
- Ensuring they are fully informed of all current news and updates and to disseminate this information in a timely manner and format within their own organisations

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Sub-Contractors are required to:

- Nominate suitable representatives to attend groups
- Ensure CAVC have the most current representative list
- Ensure representatives from their organisations attend at least 90% of planned meetings

Nominated representatives who attend groups are required to have the following:

- An appropriate knowledge and authority to agree areas of discussion
- To be confident and competent to communicate the information within their own organisations
- To network with other members
- To identify and report the need for staff professional learning

## External Opportunities as Lead Provider

CAVC will communicate and encourage interactions at all opportunities for training opportunities received from external organisations, including but not limited to:

- Welsh Government
- Estyn
- NTfW

Responsibility for communicating external opportunities lies with appropriate Senior Managers both at CAVC and delivery network Managers or nominated personnel.

## Managing Safeguarding Across the QSA Delivery Network

- All providers must have suitable arrangements in place to manage Safeguarding effectively within their own organisations.
- If a provider has not got a Safeguarding Policy in place, then they are required to use the CAVC Safeguarding policy and guide until their own policy is in place.
- Providers must use the My Concern system to record Safeguarding concerns. A Concern is any incident or accumulation of incidents that may have an adverse effect on an individual's health and wellbeing. This threshold is far lower than the statutory level but we feel this is important so we can track both safeguarding and welfare.
- The Lead Safeguarding Officer will monitor all concerns raised on the My Concern system.
- My Concern system: delivery network members can either utilise the CAVC My Concern system as trusted users, or, acquire their own My Concern system. Members that chose to acquire their own system must ensure that their Quality Assurance Officer are set up as trusted users.
- The CAVC Safeguarding Team will support members to manage safeguarding concerns.

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## Equality and Diversity

The delivery network willingly accepts its key responsibilities under the Equality Act 2010 and all providers must have arrangements in place to:

- Eliminate discrimination, harassment, discrimination and other unlawful conduct.
- Advance equality of opportunity by removing or minimising disadvantages, taking steps to meet needs, and encouraging participation in public life where participation is disproportionately low.
- Foster good relations by tackling prejudice and promoting understanding.

The **Equality Act, 2010**, recognised that inequality and discrimination still persist and introduced further rights and new obligations for public bodies.

- Learners will be supported to **enable** them to achieve their **potential** whilst in learning, in an environment which removes or minimises disadvantage, takes steps to meet their needs and which encourages participation.
- We will support learners to develop the skills they need to **progress** successfully through their lives.
- A commitment to the **social model of disability** where we look at removing the barriers someone could face because of their disability or learning difficulty to promote inclusion.

## Welsh Standards Compliance

Sub-contractors/Providers are required to aim to meet the Welsh Government targets as defined in the Programme Specification, monitoring will be undertaken using the Welsh Language Action Plan.

## Health & Safety/Information Security

Monitored across the CAVC delivery network via:

- Health & Safety Review – Structured annual review of all health & safety practices against DfES Code of Practice requirements and legal compliance
- Information Security – annual audit visit in respect of the CAVC Information Security obligations.

## Audit

CAVC will conduct periodical audits of members, checking the following:

- Learner Journey accuracy (Estyn Common Inspection framework, September 2017)

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- Providers are required to provide any additional information as required by a PAGS/EIS audit in a timely manner.

We will also undertake various internal reviews. Providers are required to participate fully in an Estyn Inspection and/or Estyn Link Visit as and when directed.

## Contract Reviews

The Head of Work Based Learning will review and monitor provider performance against contracts on a monthly basis and conduct quarterly formal contract reviews as a minimum.

Contract reviews will consider the following areas to place each member in an appropriate risk banding in accordance with Due Diligence process (Annual and quarterly reviews) and Monthly quality performance information:

- Financial Performance
- Contractual stipulations i.e. non priority %
- Qualification Attainments/Framework Completions
- Timeliness
- Progression Performance
- Quality compliance findings
- Safeguarding/Prevent Duty compliance
- Audit compliance findings
- Welsh
- Equality and diversity

All in year contract variations (increases and decreases) will be subject to approval by the CAVC Executive, following review of all relevant information.

Approved contract value changes will be formalised with a signed contract variation detailing the contract value change.

## Legislation and Guidance

Listed in Programme Specification together with specific policies and procedures.

## Equality and Diversity Statement

In accordance with Group procedures, this Policy was written with consideration of the impact of individuals as per the Equality Act.

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## Welsh Language Standards

This policy provides opportunities for persons to use either the Welsh or English language. The duties which come from the Standards mean that organisations should not treat the Welsh language less favourably than the English language, together with promoting and facilitating the use of the Welsh language i.e. making it easier for people to use in their day-to-day life.

## References

There is a link to all policies and procedures.

## Communication and Storage

This policy is published on the company website.  
This policy is stored on the company intranet.

## Glossary

None

## Approval, Change and Review

This policy is reviewed every 2 years.

<b>Date approved:</b>	March 2024
<b>Approved by:</b>	Main Board
<b>Review date:</b>	March 2026

<b>Responsible Manager:</b>	Assistant Principal, Quality, Teaching and Learning
<b>Executive Lead:</b>	Deputy Principal
<b>Accessible to Students:</b>	No

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### Annex 1 – Quality Process Delivery Network Quality Officers

