



# **CONTRACT, PROJECT BIDDING AND MANAGEMENT AND PARTNERSHIP PROCEDURE**

**Date - February 2011**

## **CONTRACT & PROJECT BIDDING & MANAGEMENT PROCESS**

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## **1 Introduction**

The purpose of this Guidance Note is to ensure that:

- The College has a coherent approach towards the management of all externally funded projects and knows the commitment it has to make.
- Appropriate records are maintained which will (a) support the on-going completion of contract returns, and (b) form an audit trail of evidence for internal and external audits.
- Effective monitoring is undertaken to inform the College of the contract progress in meeting its targets and claiming income.
- All contracts support the College's strategic priorities

This guidance applies to all bids, including those written by College staff and/or external consultants

This guidance note should be read in conjunction with the all other College policies & procedures

## **2 Pre-Bid**

2.1 Having identified a potential project opportunity, and prior to a bid being written and or submitted, an outline proposal must be completed and submitted for approval to the Principal, Deputy Principal and the Executive Director Corporate Services (Executive Group).

2.2 The proposal must cover –

- The title or the project
- The funding body, organisation or agency
- The aim of the project
- The nominated project manager
- The length of the project
- The expected outcomes
- The method of funding - input based, output based, match funding etc
- If match funded, the source of the match funding
- Staffing details
- Partner delivery
- Other costs
- If the bid is to be written by an external consultant, details of their proposed fee

Appendix A – proposal costing sheet

## **3 Project Bid Submission**

3.1 Once approved by the Executive Group the project proposals can then move on to the formal bid writing stage.

3.2 All bids must clearly state the timescale, the inputs, the expected outcomes, and financial values.

3.3 All bids must have all financial aspects (together with bid instructions) reviewed by Executive Director Corporate Services or Head of Finance prior to submission. The Director of MIS

must also review the bid to ensure that there are no issues regarding eligibility or other funding rules.

- 3.3 Bids must have costing sheets completed (Appendix A)
- 3.4 All bids must be approved by the Executive Group prior to submission.
- 3.5 Copies of approved submissions must be forwarded to finance (if it is large document, then the appropriate parts only may be submitted)

#### **4 Accepted Bids**

- 4.1 The contracting manager will review all contracts to ensure they reflect the delivery plans submitted in the bid. Managers must ensure the resources are identified to deliver the contract informing relevant support service departments of their requirements.
- 4.2 The contracting manager must ensure the funding body, and other, audit requirements are understood by all the delivery staff and partners.
- 4.3 A revised costing sheet (Appendix A) must be completed – if different from the original bid. This will detail the income and expenditure for each year of the project (please note that the funding may be different to the College's financial year). Details of 'match funding' must also be shown.
- 4.4 Income and expenditure budget codes must be agreed with, and set up by, Finance & CIS before the contract/delivery starts.
- 4.5 The Principal, or their approved nominee, must sign all Contract agreements. Copies must be sent to finance.

#### **5 Contract Delivery**

- 5.1 The Project Manager is responsible for ensuring the contract is delivered to plan and maintaining suitable records to support claims. With due regard to any audit requirements imposed by the Funding Body.
- 5.2 The Director of MIS must agree the checklist that is to be used to ensure that we collect the correct evidence to prove eligibility for funding and ensure that we meet the rules set out in the funding criteria.
- 5.3 After project set up, MIS and Finance will carry out an audit to ensure that we are maintaining suitable records to support funding claims. An audit will take place for each year of the project.

#### **6 Partnership Arrangements**

*See paragraphs 16 to 23 for detailed guidance on Partnership Arrangements.*

- 6.1 The Head of Finance will maintain a contracts register that will include details of partner organisations, the lead partner for each project and payments due under the contract.
- 6.2 Clear procedures and arrangements for collating evidence and paying/making claims to partners must be agreed by all parties at the start of the project. The contract will include a profile of delivery targets and the payments due.

- 6.3 Each partner must complete a PQQ prior to the start of the project. This must include financial stability.
- 6.4 The PQQ must be reviewed by the Head of Finance and the relevant manager prior to the signing of the contract.
- 6.5 Approved partners must have contracts or service level agreements drawn up, and include details of –
  - Planned inputs
  - Expected outputs
  - Financial information
  - Monitoring requirement
  - Audit requirements
- 6.6 All partner contracts must be signed by the Principal prior to the start of the project.

## **7 Contract Record Management**

- 7.1 Detailed contract records must be maintained in order to provide
  - (a) Documentation to support expenditure claims
  - (b) Learner records to support achievement of outputs/targets
  - (c) Documentation to support contract management
  - (d) Records that meet internal and external audit requirements.

## **8 Financial Records**

- 8.1 The project codes supplied by finance must be included on all orders, invoices, timesheets etc relating to the contract.
- 8.2 Staff involved in delivering the contract, except where the post is directly funded, must complete time sheets. These time sheets will be used to recharge their time to the contract and form part of the audit trail. The Project Manager is responsible for collating timesheets for staff involved in delivery to evidence staff expenditure.
- 8.3 Minimum information will be: date, number of hours, staff/manager's name, charge out rate per hour, description of activity.

## **9 Capital Expenditure Records**

- 9.1 Project Managers must check the College's purchasing procedures within the financial regulations and the requirements of the external funding body.
- 9.2 Minimum requirements will be evidence of quotations from three potential suppliers, the maintenance of an asset register and a record of supporting invoices.
- 9.4 Project Managers must also take into consideration on-going costs associated with capital expenditure such as maintenance contracts.

## **10 Claim Submission**

- 10.1 All claims must be supported by relevant documentation to prove expenditure and achievement of targets. Including learner number reports and expenditure reports.

10.2 Copies of claims must be retained by the Project Manager and copies sent to Finance.

## **11 College Match Funding**

11.1 Staff time and College running costs are often the source of match funding for contracts. Detailed records are essential to support match funding, this should be agreed before the start of the contract to ensure that records are maintained and costs are not double counted.

## **12 Learner Records**

12.1 A variety of statistics and data is required for the completion of contract monitoring reports / returns. Project Managers must identify what is required before the contract starts, and ensure CIS are aware of the requirements & timescales.

12.2 Systems and procedures for recording and extracting data must be set up in advance in conjunction with Finance, CIS and the Academic Staff delivering the contract.

## **13 Contract Monitoring**

13.1 External Funding Bodies may monitor the progress of contracts via the completion of Project Monitoring Returns. The relevant manager is responsible for ensuring that the deadlines for submitting returns are met.

13.2 In addition to any requirements made by the funding body the Project Manager must complete a monthly monitoring report. This is to be reviewed by the relevant manager and the Head of Finance

13.3 The relevant manager will submit summary reports of the projects to the Executive Group and to the appropriate Council.

13.4 Variation from the planned inputs, target outputs or other delivery must be immediately reported to the relevant manager and the Head of Finance.

13.5 Details of corrective action must be submitted. This could involve the re-profiling of targets, and/or increased/decreased contracts with partners. In all cases a revised Project Costing Sheet must be completed and submitted for approval to the Deputy Principal and the Executive Director Corporate Services.

13.6 The revised costing sheet must clearly show any planned revisions to partners' contracts.

13.7 Variations to, or additional, Partner contracts can only be entered into once the revised plan has been approved – *see paragraphs 16 to 23 for detailed guidance on Partnership Arrangements*

## **14 Evaluation**

14.1 On conclusion of each project Managers must complete a final report which will go to the relevant manager for approval. A copy will be lodged with the contract documentation.

14.2 The final evaluation contract report should include:

- Contract Summary
- Beneficiary details
- Actual v planned outcomes and milestones
- Success Stories
- Lessons learnt and project improvements
- Forward Strategy

14.3 This will be reported to the Executive Group and governors.

## **15 Archiving of Records**

15.1 All documentation relating to claims must be securely archived. Each claim must be clearly identified and all supporting paperwork must be easily traceable to the appropriate financial period. Archive boxes must be clearly labelled with the contract's name and box contents.

Records should be retained for 7 years.

## **16 Partnership and subcontracting arrangements**

### **Approval**

16.1 Having identified a potential need for delivery of any provision by a partner or sub-contractor, the contracting manager must obtain approval from the Deputy Principal and the Executive Director Corporate Services.

16.2 The contracting manager must submit a summary business case covering the provision to be delivered and evidence that the costs of sub-contracting can be contained within existing levels of resources.

## **17 Partner Identification**

17.1 Throughout the process there must be due regard for the requirements of the European Union purchasing legislation, UK Public Sector procurement legislation and general best practice.

17.2 Potential partners will be identified through a number of sources, including (but not exclusively) –

- Recommendation
- Previous contracting
- Skills Funding Agency approved providers
- Sector Skills Councils approved providers
- Contact from providers

17.3 It is also possible, and prudent, to advertise for potential providers. This can be achieved by using the college website and/or the ITEND system (see below)

## **18 Pre Qualification Questionnaire (PQQ)**

18.1 The purpose of the PQQ is to compile a short-list of suppliers that, based on pre-defined criteria, the college may wish to contract with.



- 18.2 The contracting Manager should produce a specification detailing a broad outline of the service requirements, a list of required documentation (Appendix C), a PQQ questionnaire (Appendix D), details of the process, selection criteria and the timescales.
- 18.3 The specification should be passed to the Purchasing Section of Finance who will 'advertise' the specification using the INTEND System. This will ensure the specification will reach the intended audience – a) Identified providers, and/or b) advertising on supply2.gov.uk, or other recommended sites.
- 18.4 It is best practice to allow prospective providers 3 weeks to respond to the invitation; however this can be shortened in certain circumstances.
- 18.5 Based on the selection criteria (defined in 4.1) the Contracting Manager should evaluate the responses in order to short-list a number of providers. The selection and short-listing must be fair, equal, and transparent and open to scrutiny.
- 18.6 The contracting manager should notify Finance of the short-listed providers who will conduct financial stability and credit checks. The results will be returned to the contracting manager for inclusion in the PQQ
- 18.7 As part of the selection criteria it may be necessary to conduct interviews and reference site-visits to ensure appropriate selection.
- 18.8 All stages of the selection process and the decisions taken must be fully documented and the PQQ Risk Assessment form completed.

## **19 Tender**

- 19.1 Based on the PQQ above, the selected providers can then be invited to submit tenders.
- 19.2 The Contracting Manager must complete a detailed specification of the service requirements, selection criteria and timescales.
- 19.3 The specification should be passed to the Purchasing Section of Finance who will 'advertise' the specification using the INTEND System. This will ensure the specification will reach the intended audience (the pre-selected providers), and ensures strict procurement protocols are followed.
- 19.4 It is best practice to allow prospective providers 3 weeks to respond to the invitation; however this can be shortened in certain circumstances.
- 19.5 Based on the selection criteria (specified in 5.2) the Contracting Manager should evaluate the responses. The selection must be fair, equal, and transparent and open to scrutiny.
- 19.6 It may be necessary to conduct further interviews and reference site-visits to ensure appropriate selection.

**NOTE – it is possible to combine the PQQ & Tender process into one exercise**

## **20 Contracts**

- 20.1 Once the provider(s) have been selected, and before delivery commences, contracts must be drawn up.

20.2 The contracts must be checked and approved by the relevant manager and the Executive Director Corporate Services or the Head of Finance.

20.3 Once approved 2 copies should be signed by the Principal or their nominee, and forwarded to the provider. The provider should also sign and return one copy to the contracting manager.

20.4 A copy of the contract must be forwarded to Finance

## **21 Monitoring & Payments**

21.1 It is the responsibility of the contracting manager to ensure appropriate procedures are in place to ensure the effective monitoring of the contract. Procedures must include –

- Ensuring eligibility of learners
- Maintaining adequate documentation, meeting the audit requirements of the funding body
- Monitoring of individual learners, progression through the programme, achievement, success and progression.
- Monitoring cumulative learner numbers and funding values
- Ensuring the college records are updated in a timely manner
- The assessment of the quality of provision

21.2 Payment to the providers will only be authorised where -

- There is a signed contract in place
- The students/learners are within the terms of the contract, and maximum values have not been exceeded
- All student/learner records have been fully completed and received by the college
- All records have been entered onto the appropriate system
- The students/learners comply with the eligibility requirements of the funding body.
- All appropriate achievement data has been received.
- A reconciliation of payments to date has been checked

21.3 The contracting manager should produce a monthly report to the Director of the area outlining the progress of the contract.

## **22 Variation to Contracts**

22.1 If, during the delivery of an existing contract, it becomes apparent that a variation to contract is required, either increasing or decreasing the existing contract, the contracting manager must submit a summary of the requirements to the Head of Finance for approval. If the variation is in excess of, the lower of £20k or 20% of the original contract, then the approval will be referred to the Deputy Principal and/or the Executive Director Corporate Services.

22.2 Any variation to a contract must be contained within existing departmental resources.

22.3 Following approval the contracting manager can issue a 'Contract Variation Letter (Appendix E). A signed copy must be forwarded to Finance.

22.4 Variations must be signed on behalf of the college by, at least, the Director of the Area.

## **23 Evaluation**

- 23.1 On the completion of a sub-contracting agreement, the contracting manager must submit an evaluation report to their line manager, outlining the actual v planned delivery targets, and the strengths and weaknesses of the particular partner.

## Project Proposal and Costing Sheet

## Appendix A

Project Title			
Funding Body/organisation			
Project Manager			
Aims of the Project			
Start Date		End Date	
Outcomes/Volumes			
Method of Funding (eg – inputs based, output/achievement based, match funding, etc)			
Project/Delivery staff details			
Partner Costs			
Other Costs (include all other costs associated with the project – including external consultants writing the bid)			

### Costing

				Year 1 Aug 20?? - July 20??	Year 2 Aug 20?? - July 20??	Year 3 Aug 20?? - July 20??	Year 4 Aug 20?? - July 20??
<b>Outputs</b>							
<b>Income</b> (list ALL sources)							
				0	0	0	0
<b>Pay</b>							
Role	Name	FTE or Hours	Salary (incl on-cost)				
				0	0	0	0
<b>Non-pay</b>							
Partners (list Proposed Partners)		Outcomes	Rate				
				0	0	0	0
<b>Other Costs</b>							
				0	0	0	0
<b>Contribution</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
				<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>

### APPROVAL

	Signature	Date
Director or Head of Department		
Deputy Principal		
Executive Director Corporate Services		

## **Appendix B**

### **Partner Pre-Qualification Documentation**

#### **Partner Organisation**

1. Mission/Vision Statements
2. Strategic Business Plan
3. Company Legal Status
4. Organisational Structure
5. Staff CV's for Management & Delivery Staff
6. Trainer Profile
7. Internal Verification
8. Certificate of Insurance
9. Health and Safety Policy
10. Equality and Diversity Policy
11. Marketing Policy
12. Marketing Materials

#### **Quality**

1. Self assessment reports and action plans
2. Certificates of awarding body approvals
3. Ofsted Report and latest annual monitoring report
4. Lesson Plans - samples
5. Scheme of Work - samples
6. Teaching and Learning Observation - samples
7. Internal Verifier Reports
8. External Verifier/Moderator Reports
9. Premises Information and Map
10. Success Rate Data - Outcome data for the past 3 years. This must include
  - End date of year
  - Duration
  - No of starts
  - No. and % Success
  - No. and % Retention of starts
  - No. and % Achievement of completers

Outcomes by qualification or learning aim. This must include

- Learning Aim title
- End date of year
- Duration
- No of starts
- No. and % Success
- No. and % Retention of starts
- No. and % Achievement of completers

**Appendix C**

**Pre-Qualification Questionnaire**

<b>1. Organisational Information</b>		
1.1	Name of organisation in whose name contract will be held.	
1.2	Date Organisation was established:	
1.3	Contact Name:	
1.4	Contact Position (Job Title):	
1.5	Address:  Postcode:  Telephone Number:  Fax Number:  Email:  Website Address:	
1.6	Company Registration Number (where applicable)	
1.7	Date of Registration:	
1.8	Registered Address if different from above  Postcode:	
1.9	VAT Registration Number:	
1.10	Is your organisation: (delete as appropriate)	A Public Limited Company A Limited company A Partnership A Sole Trader Other
1.11	Name of Parent Company (if applicable):	
1.12	Companies House Registration	

	Number of this Parent Company (if applicable)	
<b>2. Financial Information</b>		
2.1	What was your turnover in the last two years?	
2.2	Has your organisation met the terms of its banking facilities and loan agreements (if any) during the past year?	
2.3	Has your organisation met all its obligations to pay its creditors and staff during the past year?	
2.4	If no please provide further information	
2.5	What is the name and branch address of your bankers (and contact name/job title for provision of bank reference)	
2.6	If requested would you be able to provide at least one of the following:- a) A copy of your most recent accounts (for last 2 years if this applies) b) A statement of your turnover, profit and loss account and cash flows for the most recent year of trading	
2.7	Please detail funding received to support activities in the last 3 years (delete as appropriate) a) LSC Core Funding 16-18 b) LSC Adult responsive/employer responsive inc. Apprenticeships and Train to Gain c) ESF d) JCP e) LDA f) Local Authority g) Other	
<b>3. Business Activities</b>		
3.1	What are the main business activities of your organisation?	



3.2	How many staff does your organisation employ?	
<b>4. References</b>  Please provide details of three contracts (if available) that are relevant to the College's requirement. Where possible, one should be from a public sector training provider. If you are unable to provide three, please explain in the space provided		
4.1	Contract 1	
	Organisation Name and Address	
	Contact Name and telephone number	
	Date Contract Awarded	
	Contract Reference and brief description	
	Contract Value:	
	Date Contract completed (or indicate if activity is still ongoing)	
4.1.1	Contract 2	
	Organisation Name and Address	
	Contact Name and telephone number	
	Date Contract Awarded	
	Contract Reference and brief description	
	Contract Value:	
	Date Contract completed (or indicate if activity is still ongoing)	
4.1.2	Contract 3	
	Organisation Name and	

	Address	
	Contact Name and telephone number	
	Date Contract Awarded	
	Contract Reference and brief description	
	Contract Value:	
	Date Contract completed (or indicate if activity is still ongoing)	
4.2	Have you had any contracts terminated for poor performance in the last three years or any contracts where damages have been claimed by the contracting partner?	
4.3	If yes please give details	
<b>5. Insurance</b>		
Please provide details of your current insurance cover and copies of relevant certificates:-		
		<b>Company Policy Number</b>
		<b>Value</b>
5.1	Employers Liability	
5.2	Public Liability	
5.3	Professional Indemnity/Directors	
5.4	Other	
<b>6. Health and Safety</b>		
6.1	Does your organisation have a written Health and Safety at Work policy?	
6.2	If no, please explain why	
<b>7. Equality and Diversity</b>		
7.1	Does your organisation have an Equality and Diversity policy?	
7.2	How do you monitor equality	

	and diversity implications of decisions taken for staff, learners and clients?	
<b>8. Quality Assurance &amp; Monitoring</b>		
8.1	Does your organisation have any recognised quality management certification or awards e.g. BS/EN/ISO 9000, TQS, Beacon College status?	
8.2	Does your organisation have an established quality assurance system?	
8.3	Does your organisation have a quality hand book?	
8.4	Please describe your quality assurance systems and how these are monitored (internal and external)	
8.5	Has your activity been inspected under the Ofsted framework or have you undertaken any form of self assessment?	
8.6	If yes, please provide copy of latest Ofsted report and self assessment reports	
8.7	Has your activity been inspected within any other quality framework?	
8.8	Please provide retention, attendance and success rate data for preceding three years across your relevant activity.	
8.9	If this is not possible, please explain why	
	Please provide access and describe the following resources:- a) Quality and accessibility of delivery location	
	b) Quality of learning resources or other delivery resources	

8.10	Please describe your information advice and guidance systems and any relevant accreditation (e.g. Matrix)	
8.11	Please describe your initial assessment procedures and evidence additional support	
8.12	Please describe your induction systems	
8.13	Please provide evidence of individual learning plans used.	
8.14	Please describe how you track learner progress against ILPs and evidence how intervention is undertaken where progress does not meet profile	
<b>9. Professional and Business Standing</b>		
Do any of the following apply to your organisation or any of the directors/partners?		
9.1	Is in a state of bankruptcy, insolvency, compulsory winding up, receivership, composition with creditors, a subject to relevant proceeding?	
9.2	Has been convicted of a criminal offence related to business or professional conduct?	
9.3	Has committed an act of gross	

	misconduct in the case of business?		
9.4	Has not fulfilled obligations related to pay of social security obligations		
9.5	Has not fulfilled obligations related to payment of taxes		
9.6	Is guilty of serious misrepresentation in supplying information		
9.7	Is not in possession of relevant licences or membership of an appropriate organisation where required in law		
9.8	If the answer is yes to any of the above please give brief details including actions undertaken		
<b>10. Partner Organisations and/or Sub Contractors</b>			
Please list any contractual partnerships below. Note that any contracts are only with the named organisation and permission in writing must be sought to sub contract any activity to another partner or sub contractor.			
10.1	Name of Partner	Website Address	
<b>11. Staff</b>			
11.1	Please provide organisational staffing structure.		
11.2	Does your organisation carry out appropriate CRB checks for staff that are in contact with vulnerable adults and people under the age of 18?		
11.3	Please provide a copy of your written CRB policy.		
11.4	Do your organisations rates of pay for teaching/training and delivery fall within expected professional rates?		
<b>12. Planned Partnership Activity</b>			
Please detail activity that is planned within the contract			
	Programme	GLH if applicable	No of Learners/Clients

12.2	How does this activity fit within your organisational strategic/annual business plan (please provide copy of both where they exist)		
12.3	<p>Markets and target learner client group</p> <p>Please describe the following:-</p> <p>a) Target sectors and segments within sectors (e.g. construction, dry lining, SME employers) where applicable</p>		
	b) Target learners/client groups e.g.19+/16-18/Adult/Unemployed		

## Appendix D

### Pre-Qualification Questionnaire Risk Assessment Form

<b>Stage 1 – Review of Evidence</b>		
	Name of organisation	
	Contact name:	
	Date & source of initial approval.	
	Date of initial meeting	
	Follow up meetings	
	<b>Date</b>	<b>Key Discussion Points</b>
	<b>Please indicate any areas of concern referring to numbered bullet points. Additional areas to be reviewed under each heading</b>	
<b>1.</b>	<b>Organisational Information</b>	<b>Actions</b>
<b>2.</b>	<b>Financial</b>	<b>Actions</b>

	Ensure credit check is undertaken by Finance team and attach results and any associated actions	
	Undertake relevant checks for double funding e.g. JCP, ESF	
	Obtain written statement regarding displacement/duplication of funding from another source for activity	
<b>3.</b>	<b>Staff</b>	<b>Actions</b>
<b>4.</b>	<b>References</b>	<b>Actions</b>
	Contact any LSC funded contractor to ascertain quality of management/delivery of organisation against pre-determined targets	
<b>5.</b>	<b>Insurance</b>	<b>Action</b>



<b>6.</b>	<b>Health &amp; Safety</b>	<b>Action</b>
<b>7.</b>	<b>Equality &amp; Diversity</b>	<b>Action</b>
<b>8.</b>	<b>Quality Assurance &amp; Monitoring</b>	<b>Action</b>
	Rate quality of following resources – delivery location/environment – learning or other delivery resources.	
	Ensure Curriculum lead in Croydon College group is aware of potential activity and undertakes relevant un-	

	graded OTL and associated checks	
<b>9.</b>	<b>Professional and Business Standing</b>	<b>Actions</b>
<b>10.</b>	<b>Partner Organisations and/or Sub Contractors</b>	<b>Actions</b>
<b>11.</b>	<b>Staff</b>	<b>Actions</b>
<b>12.</b>	<b>Planned Partnership Activity</b>	<b>Actions</b>

	<p>The College to establish the following:-</p> <ul style="list-style-type: none"><li>a) link to College strategic/business plans</li><li>b) Curriculum/delivery groups or overlaps with proposed activity</li><li>c) Progression opportunities within College or other partnership activity</li><li>d) Initial approach to proceed agreed with local LSC or other funding organisation</li></ul>	
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<b>Stage 2 - Approval</b>	
<b>Partner has met requirements of following areas (evidence of approval attached)</b>	
Quality	<hr/> Signature: Director of Quality and Performance Standards
Finance/Funding	<hr/> Signature: Director of Finance & Administration
Delivery	<hr/> Signature College Curriculum Lead
SLT	<hr/> Signature Managing Director of SEC
Governors	<hr/> Signature SEC Council or Representatives
LSC (where appropriate) and seek permission to deliver via partnership	<hr/> Signature Local Partnership Manager
Other Funding Body please state	<hr/> Signature

<b>Stage 3 – Contract Completion</b>		
1.	Drafts of following completed by Contracts Manager	
1.1.	Contract	
1.2	Draft delivery profile(s) by funding stream	
1.2.	Schedules to include	<ul style="list-style-type: none"> <li>• Calculation of the price and invoicing</li> <li>• Programme detail</li> <li>• Success criteria</li> <li>• Number of learners</li> <li>• Premises where training is to be delivered</li> <li>• Insurance</li> <li>• Meeting arrangements</li> <li>• Profile of delivery</li> <li>• Additional contract specific definitions</li> <li>• Enrolment guidelines if appropriate</li> </ul>
2.	Draft contract to partner	<ul style="list-style-type: none"> <li>• Allow 14 days for review and cooling off</li> </ul>
3.	Final contract to be signed by:	<ul style="list-style-type: none"> <li>• College Principal via Finance &amp; Administration Director</li> <li>• Partner – CEO or equivalent</li> </ul>
4.	Notify the following areas that contract is in place	<ul style="list-style-type: none"> <li>• SLT</li> <li>• CIS (if LSC funded)</li> <li>• Performance and Standards</li> <li>• Curriculum area</li> <li>• Marketing</li> <li>• Student Services, Learning Support</li> <li>• LSC</li> <li>• Other funding bodies where appropriate</li> <li>• Learning support</li> <li>• Data Protection officer</li> </ul>
5.	Document contractual visits as per partner size/grading to include:	<ul style="list-style-type: none"> <li>• Number of contractual monitoring visits</li> <li>• Number of OTL</li> <li>• Number of un-announced checks</li> <li>• Date of contractual renewal</li> </ul>
6.	State name of Contract Manager	

**Appendix E**

**Always print on headed paper.**

**Insert  
Name and Address of Sub Contractor**

**Insert Date:**

Dear **(insert name)**

**VARIATION TO CONTRACT AGREEMENT (enter ref number) dated (enter date)**

With reference to the above contract dated **(enter date)**, made between Croydon College (THE COLLEGE) and **(Insert name of sub contractor)** (THE SUB CONTRACTOR), I am writing to confirm THE COLLEGE wish to vary the contract as set out below:

Increase the **2009/2010 (specify which funding stream)** funding allocation by a gross amount of **£ insert amount**, minus a College management fee of **insert agreed percentage%**, equalling a maximum net amount of **£ insert amount**, which represents the value of **(insert number of additional starts etc.)** for 2009/10. This increase covers the period **01 August 2009 through to 31 July 2010**, and is provided on the same terms and conditions as contained in **the 2009/10** contract.

Attached are copies of the terms and conditions of the **2009/10** contract and the delivery schedule as profiled for this variation.

THE COLLEGE may arrange for an internal or external audit at any time during the financial or academic period or at a reasonable time following its expiration.

If the variation set out is acceptable can you acknowledge your agreement by signing and returning one copy of this letter and retaining the other copy for your files?

Yours sincerely,

**Name  
Position**

**The variation set out above is agreed -**  
on behalf of THE COLLEGE

on behalf of THE SUBCONTRACTOR

Name

Name

Position

Position

Signed

Signed

Date

Date