

Subcontracting Policy Statement- March 2021

Commitment

The Go-Ahead Group is one of the UK's leading public transport companies, moving and connecting people to their communities across our bus and rail networks.

We recognise the importance of learning and development and we invest around £20m in training and professional development every year. We were pleased to receive two Investors in People Gold accreditations during the year as recognition for the way we lead, support and manage our colleagues to promote a culture of high performance.

Our aim is to be the employer of choice and maintain a high level of employee retention. We are inclusive and diverse; we focus on learning and development and promote high levels of engagement.

Reason for Subcontracting

To ensure that learning and development is a positive experience for all, we engage with specialist training delivery partners who add value to our programmes.

Through our partnership working, we are able to:

- Realise our vision of delivering a high-quality apprenticeship programme;
- Support apprentices with their individual development needs;
- Provide support to our own team, including our vocational tutors; and,
- Develop a mutually supportive relationship which all adds value to the learning journey.

Contribution to Quality of Teaching and Learning

Our partnership with our subcontractor allows us to access specialist support in areas where we do not have the knowledge or expertise. We have promoted and developed a relationship which provides support to vocational staff and provides apprentices with high-quality support for the development of their learning.

Working with our subcontractor improves the overall quality of our offer through:

- Improving the teaching and learning in specialist areas;
- Improving our initial and diagnostic assessment processes;
- An enhanced ability to prepare apprentices for examinations and End Point Assessment; and,
- The inclusion of contextualised Safeguarding in relevant specialist delivery.

The performance of our subcontractors is closely managed and in particular we monitor, review and discuss individual learner progress. We also set and monitor Key Performance Indicators for subcontractors which are reviewed and monitored by our Board.

Management Fees and Calculation

There is a legally binding and signed contract in place with our subcontractors which sets out our shared objectives and our individual roles and responsibilities. The contract conforms to the requirements of the Funding Rules and the expectations of our own contract with the ESFA.

The contract confirms any management fee charged by the Go-Ahead Group to its subcontractors. Where a subcontractor is delivering English and maths all funding is passed to the subcontractor without the deduction of a management fee. Our focus is on the quality of education and we believe that programmes need to be appropriately funded if the best results are to be achieved.

The existence of the subcontractor is reported to the ESFA through submission of the Subcontractor Declaration Form in November and July each year.

Support provided to Subcontractors

To ensure that the subcontractor is best supported to achieve our high expectations, The Go-ahead Group have:

- Discussed the wider objectives of the apprenticeship with the subcontractor and agreed our respective roles
- Included the subcontractor in the formation of the Individual Learning Plan
- Agreed resources which complement the resources being used in vocational delivery
- Shared and discussed the documentation to be used to support delivery
- Included the subcontractor's staff in staff development opportunities
- Planned observations and discussions with subcontractor delivery staff

Payment Terms & Timing

The extent of delivery and fees due to the subcontractor will be discussed and reconciled on a monthly basis.

On receipt of a valid invoice from the subcontractor, The Go-Ahead Group will make full payment within 30 days.

How and when Policy communicated

The subcontracting Policy Statement has been shared with subcontractors. Subcontractors fully support our aims, objectives and ethos.

Timing of Policy Review

The Policy applies to the Academic/ Contract Year 2019/20 and will be reviewed in advance of the 2020/21 contract year.

Where Published

The Policy has been shared with our subcontractors and is published on the Go-Ahead London external website

