



Skills Funding  
Agency

## **Specification**

### **Invitation to tender for apprenticeship training delivery for employers not using the digital account**

**ITT 30190**

**25 October 2016**



## INTRODUCTION

1. Of interest to organisations that are applying to the Register of Apprenticeship Training Providers (RoATP) and who are seeking to deliver apprenticeship training services to employers in England who will not be using the digital apprenticeship service digital account
2. This document contains the information that Applicants will need in order to respond to this Invitation to Tender (ITT)
3. Applicants who decide to respond to this ITT, should read and understand all of the ITT before starting to write an application

## BACKGROUND

4. The contracting authority is the Secretary of State for Education acting through the Skills Funding Agency (SFA), an executive agency of the Department for Education exercising functions to fund adult education and skills
5. This procurement exercise is following the light-touch regime permitted under Regulations 74 to 77 of the Public Contract Regulations 2015
6. The government's objective is for all employers in England to access apprenticeship training providers through the digital apprenticeship service digital account before 2020. If there are delays in achieving this by July 2018 the SFA will offer the opportunity to extend contracts for up to a further 24 months, subject to budget availability and performance. Any extended contract would incorporate funding for apprentices who had already started apprenticeship training that commenced in the original contract as well as funding for further new apprenticeship starts
7. Employers who are not subject to paying the apprenticeship levy and will not purchase their apprenticeship training through the digital apprenticeship service digital account, are very likely to be small and medium sized employers with under 250 employees. Further information about the apprenticeship levy can be accessed through the web links given below in paragraph 9
8. Applications can be made from organisations seeking to work with subcontractors in line with an employer's request. You must ensure that your proposed delivery meets the SFA subcontracting requirements contained in the funding rules. Should your application be successful, you will hold a contract for services with the SFA and will be fully accountable for all of the provision set out in your contract whether delivered directly or by a subcontractor(s), including full compliance with SFA funding and performance management rules



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9. Further information can be found by following the links set out below:

- Apprenticeship funding in England from May 2017 (the policy guidance paper):  
<https://www.gov.uk/government/publications/apprenticeship-funding-from-may-2017>
- Funding bands for frameworks (spreadsheet):  
<https://www.gov.uk/government/publications/apprenticeship-funding-from-may-2017>
- Funding bands for standards (spreadsheet):  
<https://www.gov.uk/government/publications/apprenticeship-funding-from-may-2017>
- Update on how it works page (HTML) -  
<https://www.gov.uk/government/publications/apprenticeship-levy-how-it-will-work>
- Apprenticeship standards 'in development' but not 'approved for delivery'  
<https://www.gov.uk/government/publications/apprenticeship-standards-in-development>
- The SFA 'Hub' - see the Learning Aims tab  
<https://hub.imservices.org.uk/Pages/default.aspx>
- General guide to higher and degree apprenticeships  
<https://www.gov.uk/government/publications/higher-and-degree-apprenticeships>
- Skills Funding Agency Funding Rules for Providers and Performance Management Rules  
<https://www.gov.uk/government/publications/apprenticeship-funding-and-performance-management-rules-2017-to-2018>
- Skills Funding Agency higher-risk organisations and subcontractors policy  
<https://www.gov.uk/government/publications/sfa-financial-assurance-higher-risk-providers-and-subcontractors>



## DEFINITIONS

- a. **Applicant** – the organisation making an application in response to the Invitation to Tender for the apprenticeship training delivery for employers not using the digital account
- b. **Apprenticeship** – the training programme for individuals in the age ranges of both 16 to 18 and 19 and over
- c. **Apprenticeship levy** – the funding collected from employers whose payroll is £3 million or over
- d. **Apprenticeship framework** – An apprenticeship framework is a definition of requirements for an apprenticeship programme
- e. **Apprenticeship standard** – Apprenticeship standards show what an apprentice will be doing and the skills required of them, by job role. Standards are developed by employer groups
- f. **Award Decision Notice** – the notification that will be issued to applicants who have responded to the ITT
- g. **Compliant bids** – responses submitted by organisations which meet the application requirements set out in the ITT
- h. **Contracting authority** – Secretary of State for Education acting through the Skills Funding Agency (SFA)
- i. **Declaration of subcontractors form** – document for completion by applicants who will be using subcontractors to deliver the Services
- j. **Delivery period** – 1<sup>st</sup> May 2017 to 31<sup>st</sup> July 2018
- k. **Digital Apprenticeship Service** – the digital interface to services designed to support the uptake of apprenticeships
- l. **Eligibility** – describes which organisations can respond to the ITT
- m. **e-tendering portal (Bravo)** – web based electronic tendering system used as communication tool between the SFA and the applicants
- n. **FOIA** - Freedom of Information Act 2000
- o. **Funding bands** – sets out the funding available to fund apprenticeship standards and apprenticeship frameworks



- p. Funding volumes and values spreadsheet** – excel document for completion by applicants providing information on the volume, sector area, level and geography of the proposed apprenticeship training delivery and the required funding
- q. Funding costs** – value of the delivery of the service
- r. Geographic area** – one or more of nine regions in England
- s. ITT** – Invitation to Tender
- t. Online message board** – web based board where applicants can message the SFA
- u. Organisation** – we use the term ‘organisation’ to include companies, charities, bodies, colleges, universities, sole traders and other types of legal entity, including those who are in the same group as, or are associated with, the main provider. The term ‘organisation’ excludes individuals who are self-employed or supplied by an employment agency and who are working under the main provider’s or employer-provider’s direction and control, in the same way as an employee
- v. Non-compliant bids** – submissions by applicants which do not meet the application requirements set out in the ITT
- w. Ofsted** – Office for Standards in Education
- x. RoATP** – Register of Apprenticeship Training Providers
- y. SFA** – Skills funding Agency
- z. Service** – the services required to be delivered by eligible organisations who apply to the ITT and gain a contract for service delivery
- aa. Sub-contractors** – organisations who are chosen by an applicant in association with an employer, to assist in delivering the Service



## **WHAT WE ARE BUYING**

10. The SFA is procuring the delivery of apprenticeship training services in England. Employers who will not be using the digital apprenticeship service digital account will be able to select from provision procured through this ITT from 1st May 2017
11. At the end of this process the SFA intends to award contracts to ensure that employers throughout England described have access to a broad range of apprenticeships
12. This ITT is for the delivery of apprenticeship training and assessment of all levels of apprenticeships including higher and degree apprenticeships in England. It is for apprenticeship standards and where these are not yet in place, apprenticeship frameworks
13. Apprenticeships that start on or after the 1 May 2017 are in scope of this procurement. Apprenticeships which start before 1 May 2017 are not eligible for this funding
14. The funding cannot be used for any other costs outside of direct delivery of training and assessment for apprenticeships. This funding can only be spent on eligible apprentices, employers and training which complies with the SFA current funding rules. The draft funding rules can be found by following the link provided in paragraph 9

## **ELIGIBILITY TO APPLY – WHO ARE WE BUYING FROM**

15. This ITT is open to all organisations who are also applying to the main application route for the RoATP
16. If an Applicant completes the ITT but has not applied to the RoATP main route then the ITT application will be invalid and will not be evaluated or considered for contract award by the SFA. If the Applicant fails in their application to the RoATP the ITT application will also be invalid

## **THE SERVICE REQUIREMENTS (the ‘Service’) - WHAT APPLICANTS WILL NEED TO DEMONSTRATE**

17. General requirements
  - a. The Service should support government ambition to:
    - i. Increase the number of apprenticeships and meet the 3 million apprenticeship starts in England by 2020



- ii. Provide apprenticeship training provision for employers who will not be using the digital apprenticeship service digital account until all apprenticeship training is managed through the digital apprenticeship service
  - iii. Generate more apprenticeship opportunities with employers for individuals in the age ranges of both 16 to 18 and 19 and over
  - iv. Deliver apprenticeship training programmes that supply the quality of training that the modern economy needs
  - v. Ensure apprenticeships will be available across all sectors of the economy, at all levels including higher and degree levels and across the whole of England
  - vi. Offer a wide range of apprenticeship standards and apprenticeship frameworks, where apprenticeship standards do not yet exist, to employers that do not use the digital apprenticeship service digital account
  - vii. Secure training providers who are able and willing to flexibly meet the evolving needs of smaller employers
- b.** Applicants should build relationships with employers who will not be using the digital apprenticeship service digital account that will support their transition to the digital apprenticeship service in the future
- c.** Applicants should ensure that all activities will compliment and avoid duplication with any other provision. Successful applicants will be required to ensure that this apprenticeship training provision will clearly add value and not duplicate any other provision, whether local or available more widely, including provision funded by the European Social Fund
- d.** Applicants should be flexible and responsive to the changing economic and political landscape and take into consideration that the approach and associated processes may change during the life of this contract. Applicants will be expected to change the delivery of the Services accordingly

**18.** Readiness to deliver from the contract commencement date. Applicants must:

- a.** be able to demonstrate their readiness to deliver the Service including having the resources to offer local and flexible delivery for employers
- b.** be able to demonstrate their readiness to deliver the Service immediately upon commencement of the contract. Delivery must not be delayed in any way including by not having the appropriate staff, processes, premises or relationships that need to be established
- c.** consider their readiness taking account of any existing commitments and pipeline of business, in particular for apprenticeship starts and delivery



- d.** be able to demonstrate the ability to undertake robust initial assessment of apprentices, produce individual learning plans and provide all the necessary support to apprentices across the range of apprenticeship training provision that is proposed by the Applicant in its Delivery Plan
- e.** hold the appropriate approval and authority to deliver apprenticeships. This must include relevant authority to deliver and award learning aims and qualifications for the standards and/or frameworks that will be offered. For example, authority to deliver from the awarding body, issuing organisation, professional body or in the context of degree apprenticeships, authority from the degree awarding body and specific course designation
- f.** keep their offer current for employers on the digital apprenticeship service 'provider search' function ready for Service commencement

**19. Track record:**

- a.** Applicants must be able to either demonstrate a history of successful delivery and management of the required Service or those Applicants without delivery experience must be able to demonstrate how they will be able to successfully deliver what they are proposing in their Delivery Plan
- b.** Applicants must be able to demonstrate effective delivery, or how they will effectively deliver the range and volume of apprenticeship training provision that they propose in their Delivery Plan in the geographic areas that they set out
- c.** Applicants must be able to demonstrate how they have or will meet the needs of employers who will not be using the digital apprenticeship service digital account, especially small and medium sized employers with less than 250 employees
- d.** Applicants must be able to demonstrate that they have met, or how they will meet the needs of apprentices, both those aged 16 to 18 and 19 and over
- e.** Applicants must have existing links with employers who will not be using the digital apprenticeship service digital account or set out how they will ensure that they will establish them and meet their needs through the delivery of good quality apprenticeships





## 20. Management, reporting and quality assurance

- a.** Applicants must demonstrate how they will collect feedback from employers and apprentices and how they will use this to improve their delivery
- b.** If the employer requires the Applicant to use subcontractors to support the delivery of an employer's apprenticeship programme, they will need to manage and monitor all of the subcontractors' provision to ensure that high-quality delivery is taking place that meets our funding rules
- c.** Applicants must develop management information systems to enable them to submit data to the SFA via the Individual Learner Record (ILR) and put in place robust arrangements for ensuring that the evidence required to support payments is collected and retained
- d.** Applicants will be required to share with the SFA performance management data on a continuing basis as well as any additional intelligence that may be requested to improve the effectiveness of Service delivery in the future
- e.** Applicants must have processes, controls and reporting arrangements in place to manage incentive payments to employers and payments to end-point assessment organisations that employers have chosen for the assessment of apprentices using apprenticeship standards.

## 21. Engaging with and meeting the needs of employers

- a.** Applicants must successfully promote the Service, engage employers and secure financial contributions from them in line with apprenticeship funding in England from May 2017 requirements
- b.** Applicants must have plans to successfully promote apprenticeships to employers and engage them in the delivery of their Delivery Plan
- c.** Applicants must be flexible in their delivery to be able to meet the needs of employers
- d.** Applicants must accurately identify the skills need of an employer and translate these where appropriate into how apprenticeships can meet them
- e.** Applicants must keep up to date with the development of new apprenticeship standards, develop the capability to deliver them and support employers through any transition required.



**22. Delivery of wider apprenticeship training support for employers and their apprentices**

- a.** Applicants must be able to support employers with their apprentice recruitment when required, such as writing job descriptions or screening applicants
- b.** Applicants must promote the incentives offered by government including those related to apprentices aged 16 to 18, those aged 19 to 24 who are care leavers or has a local authority education health and care plan (EHC) and apprentices from deprived areas as measured by the index of multiple deprivation
- c.** Applicants are required to be able to identify when additional apprentice support is required and know how to provide it
- d.** Applicants must be able to identify the learning needs of an apprentice and address these
- e.** Applicants must identify when apprentices have the potential to progress and ensure that this is brought to the apprentice and employer's attention

**23. Delivery plan**

- a.** Applicants are required to have a comprehensive plan for the delivery of the Service
- b.** The plan must include:
  - i.** Quantification of volumes of apprenticeships and the associated funding used from the value of this contract. These volumes and funding needs must be entered on the proposal of funding volumes and values spreadsheet that is supplied with this ITT for completion
  - ii.** A description of which geographic areas the Service will be delivered in. This must also be recorded on the proposal of funding volumes and values spreadsheet that is supplied with this ITT for completion
  - iii.** For Applicants who will be using subcontractors to support employers' requests, a description of their policy for doing so
- c.** The Applicant must clearly set out the scope of the Service they plan to deliver, including capacity and infrastructure and how the Service will be delivered over the duration of the contract.



## **INSTRUCTIONS FOR APPLICANTS**

24. This document forms part of the Invitation to Tender (ITT) to procure the delivery of apprenticeship training services to employers in England who do not use the digital apprenticeship service digital account. This ITT is numbered: 30190
25. The ITT must only be completed if the Applicant is also applying to be listed on the Register of Apprenticeship Training Providers (RoATP). The RoATP is open for applications from 25 October 2016 to 25 November 2016
26. The contracting authority is the Secretary of State for Education acting through the Skills Funding Agency (SFA), an executive agency of the Department for Education exercising functions to fund adult education and skills
27. The details of the Services being procured by the SFA are set out in the Service requirements in this ITT
28. This document sets out instructions to organisations on submitting responses to the ITT using the online e-tendering portal (Bravo)
29. This ITT details the general principles that apply to the SFA procurement processes. It also sets out the specific requirements for this ITT and includes such things as the timelines and information about the criteria against which compliant bids will be evaluated
30. Applicants should note that any mention in this ITT of the terms “We” or “Us” or “Our” or “the SFA” refers to the Secretary of State for Education and “You” or “Your” or “They” or “Their” refers to bidding organisations (Applicants)
31. Applicants are advised to read and understand the instructions for Applicants together with all other associated information and documents attached before answering the questions and submitting the tender onto the e-tendering portal (Bravo)
32. An Applicant must respond to this Invitation to Tender on or before Friday 25 November 2016 at 5PM

## **MAKING A RESPONSE TO THIS ITT**

33. Applicants must complete their response in line with the requirements detailed in this document including the Service requirements as non-compliant bids will not be evaluated



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34. Applicants must respond to all elements of ITT which may include online questions, declarations and/or attachments that need to be downloaded, completed and uploaded before publication
35. Each text based question has a locked in character limit which cannot be exceeded. A character in this instance is defined as follows:
- A number
  - A letter
  - A punctuation mark
  - A space
  - A carriage return
36. Unless specifically requested in the question, diagrams, tables etc., are not allowed in spaces provided for answers
37. Applicants must provide all of the information in the specified format and order as requested in the ITT
38. An Applicant's response to a particular question must be contained in that question's answer box. The SFA will only consider responses provided against each question and will not look for extra information in another question's answer box when evaluating responses
39. If any information is supplied in response to individual questions that has not been requested, the SFA will ignore it during the evaluation process
40. The SFA reserves the right to modify, amend or provide further clarification regarding the on-line tender documents at any time prior to the deadline for completion. The SFA will notify you either by direct communication or as a broadcast message on the online message board of the e-tendering portal (Bravo). Where such modifications constitute a significant change, the SFA may, at its discretion, extend the deadline for completion of the documents
41. The SFA are unable to view any responses to questions until after the closing date and time has passed
42. Applicants are actively encouraged to respond to this ITT as early as possible to ensure that the deadline is met. Applicants can submit partial bids during the timeline as long as they complete the responses before the closing date and time. Please note that each time an application is submitted it overwrites completely any previous application that has been submitted. It is recommended that previous applications are saved offline. This should be



taken into account when submitting or attempting to submit responses close to the deadline

43. If at any time during this procurement process there are technical difficulties or a requirement for technical assistance, applicants should contact the e-tendering helpdesk at [help@bravosolution.co.uk](mailto:help@bravosolution.co.uk), supplying a “screen dump” depicting any error messages you have received. Applicants should note that this email address will not be able to answer policy and/or procurement questions
44. Applicants are advised that nothing in this specification, any on-line document or its appendixes or any other communication from or with the SFA shall be taken as constituting a contract or other binding agreement or a representation that any contract shall be offered
45. Applicants are not entitled to claim from the SFA any costs or expenses which may be incurred in the preparation of your application

## **COMMUNICATING WITH THE SFA**

46. An Applicant should only contact the SFA by using the online message board attached to this specific ITT on the e-tendering portal (Bravo). This is to ensure that the SFA can maintain the integrity and robustness of the tendering process and guarantee that answers provided to questions are consistent
47. An Applicant must not contact any employee of the SFA to obtain any additional information about this ITT. Any contact made other than through the online message board may result in your application being excluded from the evaluation process
48. We will make every effort to respond to any query within 3 working days of receipt on the online message board. This timeline may be extended where more complex queries are submitted. Please note that the closing date for responses to any query will be Wednesday 23 November 2016 at 5:00pm
49. We reserve the right to make our response to queries raised available to all organisations invited to tender dependent upon the nature or content of the message



## **CONTRACT AWARD - GENERAL**

50. Full and final feedback from the ITT phase will be provided in the form of an Award Decision Notice in line with the timetable shown in this document

51. Award decisions will be made in accordance with the evaluation criteria set out in this document in addition to the following general principles:

- The SFA reserves the right to undertake an assessment of an organisation's financial health prior to awarding a contract which may result in a change to the amount of funding an Applicant has requested
- The SFA reserves the right not to award a contract if between the evaluation of the Applicant's response to the RoATP and the recommendation to issue a contract they have been inspected by Ofsted and is awarded a grade 4 for effectiveness of apprenticeship provision or a grade 4 for overall effectiveness **and** the effectiveness of apprenticeship provision is not grade 3 or above
- The SFA will not award a contract where any of the criteria set out in Regulation 57 of the Public Contracts Regulations 2015 apply to the organisation

52. The SFA reserves the right not to award a contract where any of the conditions in the Skills Funding Agency higher risk organisations and subcontractors policy apply. See paragraph 9 for the web link

53. The SFA reserves the right not to award a contract where information it holds about the applicant, it obtains from other Government bodies, or is already in the public domain causes the decision to award to be called into question

54. The SFA will only award a contract for apprenticeship training provision to an organisation listed on the RoATP, current at the time of award

55. Applicants should note that there is no separate right of appeal against the award decisions made. However if you consider that the SFA has not followed the published process or the decision made is unreasonable, you are able to make a complaint under the SFA's complaints procedure which can be accessed at: <https://www.gov.uk/government/organisations/skills-funding-agency/about/complaints-procedure>

56. Any complaint received outside the SFA complaints procedure will be treated as a normal message or letter and responded to in that format and timeline (if applicable)



57. The SFA does not guarantee an award of a contract as the available funding may be insufficient to fund all successful applications
58. Where additional funding becomes available the SFA reserves the right to offer a contract to one or more successful applicants who were not awarded a contract in this ITT

## **FREEDOM OF INFORMATION**

59. The SFA is subject to the Freedom of Information Act 2000 (FOIA). Under the provisions of the FOIA, the SFA is required to provide information it holds in response to a request made in accordance with the FOIA. This includes information about third parties. Organisations are referred to the SFA Freedom of Information Policy available on its website <https://www.gov.uk/make-a-freedom-of-information-request/the-freedom-of-information-act>
60. If, when completing your response, you consider that any of the information you are providing is “Commercial in Confidence” you must indicate what this is in a message sent via the online message board before the deadline for closing the ITT. Should we then be asked for this information under FOIA, we may choose to apply an exemption

## **PROCUREMENT TIMETABLE**

61. The timetable set out below is fixed. However, the SFA reserves the right to amend the timings as necessary and any such amendments will be advised via the online message board on the e-tendering portal (Bravo)

TASK	DEADLINE
Publication of ITT	25 October 2016
Applicant briefing by narrated presentation	From 25 October 2016
ITT closes	25 November 2016
Notification of tender results	14 March 2017
Day 1 Mandatory Standstill Period	14 March 2017
Day 10 Mandatory Standstill Period	24 March 2017
Contracts issued from	31 March 2017
Delivery commences from	1 May 2017





## **COMPLIANCE**

62. A compliant bid fully meets all the requirements of the specification for apprenticeship training delivery for Employers who will not be using the digital apprenticeship service digital account and any instructions contained in the following documents

63. For your bid to be compliant all the following documents need to be completed in full:

- Online technical envelope questions
- Specification questionnaire
- Proposal of funding volumes and values spreadsheet

64. Non-compliant bids will not be evaluated

65. You must submit to the e-tendering portal (Bravo) the whole of your response before the deadline for it to be compliant. Late submissions will not be accepted

66. The online technical envelope in the e-tendering portal (Bravo) contains a number of declarations that you are required to complete. There are also the fields where you will need to upload the questionnaire(s), spreadsheet and forms

67. You must ensure that you have uploaded the correct questionnaire(s) and spreadsheet(s) and forms to the correct field(s) as the SFA will not be able to accept any amended questionnaires, spreadsheets or forms after the deadline for submissions

68. The specification questionnaire consists of 6 questions, all of which require a response from you. Please ensure that you follow the instructions in the questionnaire for answering each question

69. You are required to download and complete a proposal of funding volumes and values spreadsheet for all of your planned delivery. Please ensure that you follow the instructions in the spreadsheet





## EVALUATION

70. Scores will be awarded in line with the following regime for your response to each of the 6 evaluation questions

71. Scoring regime:

Fully meets requirements	Meets most requirements	Partially meets requirements	Fails to meet requirements/No answer provided
100	75	40	0

72. The table below shows the criteria that your submission will be evaluated against, together with the maximum score available for each criterion

73. Each criterion has a minimum acceptable score and these are shown in the table below in paragraph 74

74. Evaluation criteria table with maximum and minimum scores:

Criteria	Related question	Maximum available score	Minimum acceptable score
Readiness to deliver	1	100	75
Track record of delivering the Service	2	100	75
Management, reporting and quality assurance	3	100	40
Engaging with and meeting the needs of employers	4	100	40
Delivery of wider apprenticeship training support for employers and their apprentices	5	100	40
Delivery plan	6	100	40

75. The information you provide on the proposal of funding volumes and values spreadsheet will be read alongside your response to each question and will be used to inform the resulting scores



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76. Only compliant submissions that have at least met the minimum acceptable score in each of the 6 evaluation criteria will be considered for contract award.

### **FUNDING**

77. The minimum funding that is available in this ITT is £440,000,000. This funding is for the 15 month delivery period from 1 May 2017 to 31 July 2018
78. This minimum funding is split into two distinct, ring-fenced values, one for apprentices who are in the 16 to 18 age group and one for those in the 19 and over age group at the commencement of their apprenticeship training with the provider
79. The minimum funding that is available for the 16 to 18 age group is £213,000,000
80. The minimum funding that is available for the 19 and over age group is £227,000,000

### **CONTRACT AWARD – ITT SPECIFIC**

81. The maximum initial contract award will be £5,000,000 or the value of the Applicant's submission, whichever is the lower
82. The minimum contract award will be £100,000. Submissions below this value will not be considered
83. If you are not exempt from the financial health assessment in your application to the Register of Apprenticeship Training Providers you may bid for up to 100% of your annual turnover, established from your latest annual financial statements
84. If your organisation has not traded for a sufficient period and you submitted management accounts as part of your application to the Register of Apprenticeship Training Providers, the maximum initial contract award you will receive is up to £1,000,000 based on the financial information you have provided
85. The scores obtained through the evaluation process will be used to prioritise contract awards



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86. Individual contract awards will be determined to support the SFA aim of ensuring that employers throughout England who will not be using the digital apprenticeship service digital account have access to a broad range of apprenticeships. The range will include coverage of: sector subject areas; geographic delivery; provision for

apprentices aged 16 to 18 and for apprentices aged 19 and over at the commencement of their apprenticeship and apprenticeship levels

87. In order to achieve this we will consider the range of provision that successful bidders have proposed in their submission

88. We reserve the right to pro rata the value of award before contract award notification based on budget availability

### **CONTRACT DURATION**

89. The duration of contracts will be for 15 months. The start date will be 1 May 2017 and the finish date will be the 31 July 2018

90. The SFA reserves the right to extend contracts in the future by up to 12 months, subject to budget availability and the performance of the contract. The SFA also reserves the right to extend contracts for a second period of up to 12 months, subject to the availability of funding and contract performance

### **DRAFT CONTRACT TERMS AND CONDITIONS**

91. The SFA 'Contract for Services – Apprenticeships' will be used for all successful Applicants who gain a contract award. This document is available in draft to Applicants as part of this ITT

### **PERFORMANCE MANAGEMENT**

92. The SFA will monitor the contracts let through this ITT and will intervene to address issues of under-performance. Performance management will follow the SFA performance management rules. This funding may be directed away from under-performing contracts. These rules can be found here by following the link at paragraph 9

93. The SFA reserves the right to increase the value of contracts during their term. This is to ensure the broad range of apprenticeships that are available to

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employers across England can be maintained or increased. Any growth in contract value will be subject to availability of funding and contract performance