

The purpose of this document is to define the basis on which any subcontracting arrangements will be managed. Where appropriate, Barnardo's will sub-contract with other parties to deliver programmes and activities funded by the government through its funding bodies, or other non-governmental organisations. The organisation with which it sub-contracts will be subject to the requirements set out below.

The management of subcontractors will be based upon the application of the risk principle. All subcontractors will be risk assessed in relation to the performance standards set in the quality framework. Information about the performance standards can be obtained from the Barnardo's Contract Manager. All subcontractors will have a risk rating. This rating will determine the frequency and scope of the quality audits undertaken by Barnardo's staff. As a first step in assessing suitability and risk, all potential subcontractors will have completed the Barnardo's partnership Application Form (on the Contracting Homepage) for review by the Barnardo's Contract Manager, further due diligence checks may be made if appropriate.

Subcontractors must ensure that appropriate staff attend Barnardo's best practice events and any training organised by Barnardo's which has been put in place to address issues identified in quality or compliance post-audit action plans. Failure to attend such events will result in the organisation's risk assessment rating being increased. This action is likely to increase the frequency of quality and/or compliance audits undertaken. Other penalties may also be applied.

Due Diligence

Subcontractors will supply Barnardo's with all relevant information that is requested to protect service users and to ensure the subcontractor is a legal, financial and fit for purpose organisation, prior to a contract being signed.

Performance Data

Subcontractors will provide a range of data, at the frequencies specified in the contract Schedules. Should Subcontractors fail to deliver the data consistently, Barnardo's will impose penalties as specified in the contract.

Delivery Quality

Subcontractors will ensure, in a service sub-contract, that all service users are given inductions to their programme. The induction given must be consistent with the standards specified in Barnardo's guidance on the management and delivery of service user inductions.

All programmes should include an initial assessment process that enables service users and staff to identify what they want to achieve from the course. This process should ensure that:

- Service users have the necessary aptitudes, attributes and abilities to help them successfully complete the programmes for which they are applying.
- Any support needs are accurately identified.
- Service users have the information they need to help them make well informed judgements about the relevance of their programmes to their needs and aspirations.

Any identified support needs will be recorded. Subcontractors must have access to appropriate service user support arrangements.

Where appropriate the assessment should also gather necessary information about medical records and health, previous relevant experience, depending on the nature of the programme itself and specifically where the nature of the programme presents any significant health and safety issues. Barnardo's Health & Safety policy and risk assessments must be adhered to.

Barnardo's staff must maintain learner progress records at an appropriate level of detail, in relation to the context and length of the course or programme. Barnardo's Recording Policy documents provide the benchmark for the detail of records required.

All programmes will have their content defined and underpinned by a clear logic model.

Health & Safety

Subcontractors must provide details on request to Barnardo's, of how they ensure that facilities used to deliver services meet all Health & Safety regulatory and legislative requirements, including where required specific health & safety reports, audits and risk assessments.

Subcontractor staff must be capable of and must undertake activity risk assessments at a frequency consistent with the type of activity and the nature of any facility being used.

Facilities and Resources

All facilities and resources used must be "fit for purpose" and comply with all current Health & Safety legislation.

Self-Assessment

All subcontractors will be required to undertake a self-assessment process in relation to the Barnardo's Service Quality Assessment and produce an SQA which clearly and specifically identifies and evaluates the programmes which they are contracted to deliver. The SQA and resulting action plan must be submitted as specified in the contract where appropriate.

Service Standards

All subcontractors will be required to demonstrate how they will meet the Barnardo's contract service standards in relation to providing a high quality service at all points of a service user journey and how they will communicate these standards to service users.

Subcontractors will be required to meet the performance targets set out in individual contracts Schedules.

Barnardo's staff will support those subcontractors that require further development to reach the required standard in the expectation that subcontractor staff will subsequently maintain this standard.

Safeguarding

Subcontractors will be required to have in place safeguarding arrangements which are consistent with the standards advised by Barnardo's.

Recruitment Profiles and Delivery Locations

Subcontractors may be required to ensure that programmes are delivered in specific localities, depending upon the nature of the contract. They may be required to target service users from a specific profile e.g. age, ethnicity, gender, and disability, NEET consistent with the purposes of the commission, best practice and legal requirements.

Audit Procedures

Barnardo's will conduct audits of subcontractors as specified in the arrangements in Contract Schedules

Barnardo's will provide reasonable advance notice in writing of proposed visits to the subcontractor of the scope and date of each audit.

Barnardo's Subcontracting Policy

Employment, Training and Skills

Post-audit action plans will be produced where necessary and subcontractors will be supported to achieve the aims set out in the action plans. Subcontractors that consistently fail to attend or engage in the support provided scheme will be penalised under the terms of the contract.

Policy and Procedures

Subcontractors will be required to demonstrate that they have robust quality audit arrangements, consistent with the requirements related to the audit activities undertaken by Barnardo's as specified above.

They will be required to maintain, review and update policies and procedures in line with national legislation and as appropriate to the nature of their contract in the following areas:

- Health & Safety
- Equality & Diversity
- Safeguarding
- Sustainability
- Quality Assurance, including performance monitoring and development of:
 - Practice
 - Initial assessment
 - Additional support
 - Self-assessment
 - Service standards

- Performance management information
- Data protection
- Staff recruitment and development
- Financial management

Contract Monitoring and Review

Subcontractor performance will be monitored on an ongoing basis. Feedback on performance will be provided in writing, by phone or e-mail. The methods used will depend upon the circumstances at any point in time. Feedback will also be provided at periodic contract performance review meetings. The frequency of these meetings will depend upon the performance of the subcontractor.

Where performance falls below the standard required, subcontractors will be issued with a Notice to Improve (NtI). Support will be provided to help subcontractors develop and enhance the quality of their delivery. If a subcontractor fails to meet the necessary improvements within the agreed timescales, it may be necessary to implement contract termination procedures.

Contract Termination

Barnardo's will work with its subcontractors to ensure that all service users receive high quality, safe services with all the necessary support for individuals to achieve their aims and progress where appropriate.

Should a subcontractor consistently fail to improve any element of its performance which is deemed to be unsatisfactory or inadequate, or consistently fail to engage in or with the quality support systems which are in place, Barnardo's reserves the right to terminate the contract to protect the service users.

If contract termination procedures are implemented, subcontractors are contractually required to co-operate fully with this process. Failure to comply with the requirements will result in penalties under the terms of the contract.