



## EXIT STRATEGY PLAN AND TEMPLATE

### Exit Strategy

#### 1. Background

**11.** The ESFA like to see that Independent Training Providers have in place an exit strategy and while we believe is not something that will affect Talented Training Ltd, this policy and plan will be shared on our website. The Education and Skills Funding Agency (ESFA) contracts with a large number of Independent Training Providers, the majority of which provide good quality education and training in line with the requirements of the contract.

**12.** Reasons for exit strategy implementation:

- Contracts terminated.
- Choose to exit the market based on their own business decisions.
- Exit as a result of financial failure and/or entering administration or insolvency proceedings.
- Death of owners/Directors.
- Damage to building - also see Business Continuity Plan.
- Compulsory purchase of building.

**13.** From the 2020/21 contracting year, providers will be required to produce an Exit Plan setting out how the provider will ensure it performs its obligations to assist in the orderly transition of the Services from the Contractor to the Department and/or any Replacement Supplier in the event of termination (including partial termination) or expiry of the Contract. The Exit Plan will cover the areas of learners, data, and evidence (including for sub-contracted delivery).

**14.** There are many different scenarios whereby Talented Training Ltd is unable to continue to provide training to learners and this document has been developed to consider the arrangements that may be put in place to protect each student and their teaching and learning.

#### 2. Reasons for a market exit

**21.** Market exit may be due to one or more of the following circumstances, but this is not an exhaustive list:

- Talented Training Ltd's contract term expires, and a new contract is not awarded (e.g., AEB provision)
- The contract may be terminated by the contracting party due to a contractual breach.
- Talented Training Ltd may decide to terminate its own contract(s).
- Talented Training Ltd may become insolvent or move into administration and therefore be unable to deliver its contractual obligations, hence automatic termination.

**22.** The education contracts currently held by Talented Training Ltd are noted below. This is not an

exhaustive list as new/different work and contracts are being agreed and delivered throughout the academic year:

- Contracted Adult Education Budget (part time and full time) teaching and learning directly by the ESFA.
- Contracted SME Apprenticeship contract directly by the ESFA.
- Contracted SIA remote training with Clarion.

### **3. Priority for Talented Training Ltd**

**3.1** The underlying priority for Talented Training Ltd is to ensure the continuation of training for its learners in order for them to complete their courses in a timely and efficient manner and to not be disadvantaged in any way by the termination of any contract either with a Funder or with Talented Training Ltd itself.

### **4. Subcontracting Arrangements**

**4.1** Talented Training Ltd does not currently work with subcontractors for the provision of teaching and learning. In the event this changes, subcontractors would be taken through a rigorous annual due diligence process. Throughout the year a performance management regime would be undertaken with several business review meetings taking place to review performance, quality, completions, student feedback, data and finance. With the exception of insolvency, all issues should be highlighted well in advance and addressed, giving time for Talented Training Ltd to enact any contingency arrangements.

### **5. Contingency Planning Process**

**5.1** The arrangements that need to be made will depend on the exact scenario and the type of provision that is affected. For example, most employability type Adult Education is of short duration (1-2 weeks) and can therefore be turned off very quickly and easily with little or no detriment to learners. However, for provision of a longer duration, it is vital that the student's interests are protected, and they are able to continue to study.

**5.2** In a scenario where Talented Training Ltd is in control of the decision to cease certain provision, existing learners would continue their studies until they are completed but no new recruitment will take place.

**5.3** If there is evidence of contract failure or imminent insolvency, an emergency management meeting will be convened by the Managing Director and Board of Governors.

**5.4** The following actions will then be taken:

1. The relevant funding agency will be informed of the situation.
2. Learners will be contacted to inform them of the decision, outlining the contingency plan for continued delivery to ensure minimal disruption to their learning.
3. Where the provision is workplace delivery, employers will be contacted.
4. The Managing Director will calculate the final reconciliation of income generated under the affected contract and provide this as a completion payment.
5. The Quality Manager will contact all awarding organisations to ensure learner registration and certification is moved to any new awarding organization.
6. Wherever possible, Talented Training Ltd will provide alternative delivery to support

learners to continue their course. This may include employing tutors and/or hiring premises and equipment.

7. Talented Training Ltd, through its Quality Department, will undertake all quality assurance to ensure learners achieve their qualifications and receive timely certification.

## **6. Contract for Direct AEB Provision**

- 6.1. Talented Training Ltd holds a AEB contract direct with the ESFA. If this contract were either terminated or not renewed Talented Training Ltd would support all student to achieve their current learning aims and issue certificates as per normal.
- 6.2. Talented Training Ltd would work with the ESFA to facilitate either sharing of staff in the case of staff shortages or transfer of learners in a planned orderly fashion. This would be carried out in conjunction with the ESFA or employers if learners were on apprenticeship courses.
- 6.3. All student data would be held in Talented Training Ltd's secure GDPR compliant storage provision for the required duration. Staff no longer required to support this provision would be redeployed, including TUPE procedures, or go through the necessary process of redundancy.
- 6.4. In the highly unlikely event that Talented Training Ltd were to be made insolvent, Talented Training Ltd would work with the ESFA to either restructure its operations, transfer some or all of its provision to another local training provider.
- 6.5. On an annual basis Talented Training Ltd undertakes a full review of current provision and considers local market demands, course viability and overall quality in order to align provision and create its curriculum offer for the following academic year. Sometimes, through this process certain courses are discontinued, with new courses taking their place. Existing learners are supported to complete their current qualifications and then directed on to new provision which better reflects the market and will support that student into local work and/or progression.
- 6.6. A significant drop in the overall quality of provision in teaching and learning may lead to an OFSTED inspection and may result in Talented Training Ltd falling to a grade 3 or 4. This will mean that Talented Training Ltd would be unable to deliver any new apprenticeship provision. Talented Training Ltd would continue its current provision, supporting learners to a successful outcome and award of certification and then cease delivery moving forwards. Staff no longer required to support this provision would be redeployed or go through the necessary process of redundancy.

## **7. Occurrences of a National Crisis (including Pandemics)**

- 7.1. In the event of a local epidemic or national pandemic causing disruption, including the closure of Talented Training Ltd premises, the contingency plan is to minimise disruption and protect Talented Training Ltd workforce and learners.
- 7.2. The following actions will be instigated:
  - i. Immediately contact all employers to establish:
    - Planned closure date and re-opening date if known.
    - Status of all current learners.
    - What training, if any, including remote activity can still be provided to learners.
    - What support will be needed from Talented Training Ltd?

- ii. Where it is established that an employer is unable to provide support to continuing apprentices, Talented Training Ltd will offer support in the form of online learning modules.
- iii. Talented Training Ltd will maintain regular contact with all learners until such time as full learning services become available. This will include maintaining contact with any employer of learners on the apprentice programmes.
- iv. Talented Training Ltd will provide support to put in place alternative teaching methods such as moving learners from face-to-face delivery to online/virtual learning where possible.
- v. Talented Training Ltd will ensure arrangements are in place for the processing of enrolments and completions to continue either remotely or by a designated member of staff entering Talented Training Ltd premises. This will ensure no disruption of the cash flow to both Talented Training Ltd and means learners are not disadvantaged when rerolling onto or completing their courses.
- vi. Any face-to-face meetings or monitoring visits booked may be changed to remote visits or meetings, where possible.
- vii. Talented Training Ltd's business review meetings will take place remotely.
- viii. Regular contact will be maintained with learners and employers to gather regular updated information and possible re-opening of premises.

## **8. Other Information**

- 8.1.** All contracting for Talented Training Ltd's general provision of teaching and learning is detailed in annual contracts between Talented Training Ltd and the ESFA, Clarion and other funders.

## **9. Review**

- 9.1** This policy will be reviewed on an annual basis or following changes to Government updates and statutory guidance in relation to Covid-19 and company risk assessment policies and processes.

**Exit Strategy Plan template**

(The template provides a minimum requirement. Additional steps may be added to reflect the needs of the contract or contract. The Plan should be agreed at the face-to-face meeting following formal notification of closure or contract cessation.

Steps to closure		By whom		Dates	
		Partner/Funder	Talented Training Ltd	When	Date of Completion
1	Decision to dissolve contract made				
2	Key contract contacts agreed				
3	Request for Strategic Approval for Exit				
4	Discussions held by the Managing Director and external representatives to confirm the process				
5	Formal Notification sent				
6	Effective date at which contract and contract ends				
7	Confirmation of final recruitment point (date)				
8	Confirmation that all internal and external stakeholders are notified and internal marketing comms amended				

9	Mutual agreement to co-operate to ensure all applicants are advised of the ending of the contract and all alternative options available including progression routes				
10	Agreement to notify learners of the decision in writing				
11	Articulate a commitment to provide all enrolled learners with every opportunity to complete the qualification or training as validated				
12	Confirm agreement by any partner institution to maintain appropriate standards for learners remaining on course until the maximum registration date				
<b>Learners remaining on the programme</b>					
A	How many learners will remain on each year of each award/programme after the exit has been confirmed? (provide a breakdown per year, indicating maximum registration date)				

B	What is the final date by which ALL learners are expected to complete their programme of study?				
		<b>Partner/Funder</b>	<b>Talented Training Ltd</b>	<b>When</b>	<b>Date of Completion</b>
C	Agree on the accuracy of a separate, <u>confidential</u> list of names of all affected learners, their re-sit opportunities (where applicable) and maximum registration date.				
D	Will these learners have tutorials/one to ones regarding the dissolution of the contract?				
E	How will the programme team protect the learners' interests?				
<b>Annual Review</b>					
		<b>Partner/Funder</b>	<b>Talented Training Ltd</b>	<b>When</b>	<b>Date of completion</b>
F	Provide details of the resources required to support the learners until they complete their studies				

	<p><u>Include:</u></p> <ul style="list-style-type: none"> <li>• Teaching &amp; specialist staff</li> <li>• Physical resources e.g., specialist training locations and/or equipment</li> <li>• External examiners</li> <li>• Work placement activities</li> </ul> <p>These should be articulated until the exit process is complete</p>				
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