



CIMSPA[®]

CIMSPA Policy: Quality Assurance Review of Training Provider Partners

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Introduction

The Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) has created the quality assurance process as part of our ongoing work to professionalise our sector.

CIMSPA is keen to work collaboratively whilst recognising our own role and responsibility to provide assurance to our stakeholders that all entities in partnership with CIMSPA accede to the vision of both offering and operating at the highest standards, whilst - wherever possible - taking a practical and pragmatic approach to the burden of such activity.

This policy should be read in conjunction with CIMSPA's Quality Assurance Strategy.

The CIMSPA Quality Assurance (QA) process is a multi-staged approach:

- Initial onboarding quality checks for all training provider partners,
- Quality assurance review, at least annually for each training provider partner,
- Renewal of partnership/endorsements.

Scope

The aim of this policy is to explain the effective, consistent, and fair procedures that will be followed by CIMSPA when conducting quality assurance activities for CIMSPA Training Provider (TP) partners in relation to their endorsed provision and to implement the terms of the partnership agreement between CIMSPA and the CIMSPA TP partners.

Policy

The role of the Training Provider Partner

The Training Provider Partner is responsible for monitoring and evaluating its internal systems, policies, and procedures, for the delivery of their endorsements. This is to ensure that they are operating in line with the requirements set out by CIMSPA and /or the specific requirements of CIMSPA Awarding Organisation partners, and that each TP partner implements an internal quality assurance process on their products and staff.

Once a TP partner is approved to deliver their products, there are specific requirements that must be adhered to remain compliant. CIMSPA TP partners have an additional responsibility to all learners undertaking their qualifications, to ensure their staff are delivering content accurately and in accordance with the professional standard intention.

The role of CIMSPA

Quality Assurance (QA) is fundamental to all CIMSPA processes, products, and services and the purpose of the QA review is to support with the ongoing professionalisation of the sport and physical activity sector.

To ensure there is rigour and consistency behind each TP partners processes, and to protect and avoid reputational risk to both CIMSPA and the TP partner, CIMSPA will continue to support and monitor its partners by completing an annual quality assurance review.

The QA process will allow CIMSPA to be more responsive, targeting resources and personnel to areas identified, and provide additional support to aid TP partners understanding of professional standards and implementation of the partnership terms and conditions.

Risk

CIMSPA will adopt a 'risk and need based' model for quality assurance activity. From completing external quality assurance, it reduces negative consequences, both for the organisation itself and for the community it serves. CIMSPA's approach to working with our TP partners is to successfully identify and manage risks that may be associated with the delivery of CIMSPA professional standard(s) embedded within the endorsed product(s). Therefore, CIMSPA will work with the TP partner to successfully identify and manage the exposure to risk.

To mitigate some risks, TP partners should implement robust quality assurance measures including transparent governance structures, regular audits and evaluations, adherence to best practices, fair and consistent rule enforcement, workforce protocols, and ethical conduct standard. Quality assurance not only helps maintain the integrity of the sector but also ensure its long-term viability and success.

Process

The aim of the quality assurance activity is to collaboratively manage the exposure by taking preventive actions to keep the exposure at an acceptable level. We will primarily identify risks through our quality assurance review; however, some risks may be identified by other sources (Complaints, whistleblower etc.).

A TP partner's overall risk rating will be informed using a holistic approach that considers the probability, and the impact and mitigations of any individual risks identified through the quality assurance review.

It is a requirement that on becoming a TP partner, all relevant policies and procedures that are in place for the organisation are submitted. Subsequently, upon seeking endorsement for their product(s) the TP partner must submit all relevant documentation.

Quality assurance review

The quality assurance review will be split into three categories:

1. Quality of Education
2. Learner Journey
3. Marketing and Promotion

Quality of Education

CIMSPA will make judgements on the quality of the provision being offered by evaluating the extent to which the TP partner has aligned their product(s) to the sector agreed professional standards chosen.

- 1.1 The education partner builds or constructs provision which meet employer/deployer needs within the area in which they deliver their training.
- 1.2 The endorsed product(s) are planned and sequenced towards knowledge, skills and understanding in the subject area.
- 1.3 The education partner provides opportunities for future learning and career development.
- 1.4 The education partner adopts an inclusive approach to organisational culture, accessibility of its education provision and education delivery.
- 1.5 The education partner's tutors/ assessors have evidenced knowledge of the subject area.
- 1.6 The education partner ensures appropriate continuous professional development for its tutors and assessors.
- 1.7 The education partner delivers the endorsed product(s) in line with endorsement conditions and outlined scheme of work.
- 1.8 The education partner's methods of delivery for the endorsed product(s) provide the learners with knowledge, skills and understanding relating to the intended aims and objectives.

1.9 The education partner delivers the endorsed product(s) in line with endorsement conditions and outlined assessment methods (where applicable).

1.10 The education partner's assessment methods check the learner's knowledge, skills and understanding.

1.11 The education partner provides learners with the opportunity to feedback on their learner experience and acts upon the learner feedback to enhance the quality of their provision.

1.12 The education partner adheres to their quality assurance processes to ensure the quality of the endorsed product(s).

1.13 The education partner deals with complaints in a professional and efficient manner.

Learner Journey

2.1 The education partner is transparent with their operations, processes, and practices to learners.

2.2 The education partner ensures the learners are suitable, competent, and qualified to undertake the provision offered.

2.3 The education partner ensures effective communication between tutors/assessors and the learners.

2.4 The education partner ensures that support is available for the learners to complete the chosen provision.

2.5 The education partner ensures that all learners who complete the provision are certificated for their achievements.

Marketing and Promotion

3.1 The education partner markets their provision in line with CIMSPA requirements.

3.2 The education partner markets their endorsed product(s) with truth and accuracy.

The evidence framework, set out in [Appendix A](#) provides examples of evidence that CIMSPA may review as part of the quality assurance process. The examples listed show indicative evidence only, and these are not meant to be exhaustive. As TP partners operate within different contexts, the relevance of different types of evidence is likely to vary from each provider. For that reason, we do not prescribe a standard set of evidence that we will use within the review.

During the quality assurance review the Quality Assurance Advisor (QAA) will assess the TP partner's current compliance for all these areas and record a judgement in the QA report based on the providers performance at the time of the review.

The TP partner's overall risk rating is a simple measure to improve the visibility of risks and allow CIMSPA to assist the TP partner in proactively addressing any emerging risks.

Outcome of annual review

The rating scale that will be used to judge the provision offered will be either Enhancing, Enabling or Emerging.

- **Enhancing** – Training provider partners that are identified as Enhancing have evidenced best practice within most of their operations, processes, and procedures, and are seen to be offering the highest quality provision to its learners by CIMSPA.
- **Enabling** – Training provider partners identified as Enabling have evidenced some good practice within their operations, processes, and procedures, with minimal areas for development. CIMSPA has provided clear actions to support the development of the partner to ensure high quality education provision to its learners.

- **Emerging** – Training provider partners identified as Emerging have key actions needing to be completed within a specified time, to ensure adherence to CIMSPA standards and expectations of its endorsed provision. CIMSPA will provide bespoke support to partners identified as emerging to ensure sufficient quality developments to achieve an enabling or enhancing outcome, following the next quality assurance review.

How your outcome is achieved

1. Quality of Education

Criteria	Indicative Content	Outcome
1.1. The education partner builds or constructs education products which meet employer/deployer needs within the area in which they deliver their training.	<ul style="list-style-type: none"> • Evidence of mapping to a professional standard and that this is on the correct template. • Evidence that mapping is to the most current version of the professional standard. • Examples of support from employers/deployers that explicitly state how the training provision meets their needs. • Evidence of employer/deployer involvement in the design, development and/or delivery of the endorsed product(s) 	<p>Enhancing There is comprehensive evidence that the endorsed product(s) meet employer/deployer needs through mapping to the relevant professional standard.</p> <p>Enabling There is some evidence that the endorsed product(s) meet the employer/deployer needs through mapping to the relevant professional standard.</p> <p>Emerging There is limited evidence that the endorsed product(s) meet employer/deployer need.</p>

Figure 1 Evidence Framework

Your Quality Assurance Advisor will determine which category best fits the evidence provided for each criterion in the review. The overall rating is determined by taking a holistic review of all criteria outcomes. CIMSPA’s Quality Assurance Manager will provide the TP partner with the overall rating upon receipt of the report from the Quality Assurance Advisor. In making the judgements regarding the provider’s overall effectiveness, CIMSPA will consider whether the standard of education/training is enhancing or enabling the sector. Where it is not considered to be enabling the sector, CIMSPA will consider whether the education provider is emerging in the sector, or whether the education partner is to be escalated through CIMSPA disciplinary procedures.

Please note if there were any **Emerging** characteristics for the TP partner during the review in the Quality of Education or Learner Journey, this would result in an **Enabling** category being the highest achievable outcome.

Where your annual quality assurance review has taken place for the year, you may request one additional review when recommendations and actions have been completed and can be evidenced. This additional review will incur a cost of **£75 + VAT** and is payable prior to the additional review being completed. The outcome of this evidence is final and will remain in place until the next annual quality assurance review.

Annual Review Approach

As the term suggests a review of TP partners CIMSPA-related activity will take place annually. The review window runs from April to March each year.

It will take the form of a desk-based review or site visit (where applicable) of the above data, evidence and information supplied by the TP partner will be conducted by a carefully selected QAA who is a member of a team of independent quality assurance specialists contracted by CIMSPA to conduct such activity on our behalf.

CIMSPA will issue a quality assurance report and then a meeting will take place to discuss the findings of the review and develop a tailored action plan (where needed) to support ongoing quality improvement aligned to CIMSPA's requirements of partners.

CIMSPA and its team of quality assurance advisors will work to ensure the quality assurance review does not place unnecessary burden on the TP partner.

Review

The CIMSPA Policy; Quality Assurance Review of Training Provider Partners will be reviewed in April 2025 unless a change in policy, governance or other circumstance requires a review prior to this date.

Appendix A – Evidence Framework

1. Quality of Education

Criteria	Indicative Content	Outcome
<p>1.1. The education partner builds or constructs education products which meet employer/employer needs within the area in which they deliver their training.</p>	<ul style="list-style-type: none"> • Evidence of mapping to a professional standard and that this is on the correct template. • Evidence that mapping is to the most current version of the professional standard. • Examples of support from employers/deployers that explicitly state how the training provision meets their needs. • Evidence of employer/employer involvement in the design, development and/or delivery of the endorsed product(s) 	<p>Enhancing</p> <p>There is comprehensive evidence that the endorsed product(s) meet employer/employer needs through mapping to the relevant professional standard.</p> <p>Enabling</p> <p>There is some evidence that the endorsed product(s) meet the employer/employer needs through mapping to the relevant professional standard.</p> <p>Emerging</p> <p>There is limited evidence that the endorsed product(s) meet employer/employer need.</p>

Criteria	Indicative Content	Outcome
<p>1.2. The endorsed product(s) is planned and sequenced towards knowledge, skills and understanding in the subject area.</p>	<ul style="list-style-type: none"> • Evidence of a detailed scheme of work for the endorsed product(s). • Evidence of clearly stated aims and objectives of the course. • Comprehensive and relevant resources/materials. • Examples of valid and reliable assessments that align to course objectives. • Evidence of multi-channel communications such as emails, discussion boards or webinars that facilitate course delivery. 	<p>Enhancing</p> <p>There is comprehensive evidence that the endorsed product(s) is sequenced logically to facilitate achievement and attainment towards knowledge, skills, and understanding within the subject area.</p> <p>Enabling</p> <p>There is some evidence that the endorsed product(s) is sequenced logically to facilitate achievement and attainment towards knowledge, skills, and understanding within the subject area.</p> <p>Emerging</p> <p>There is limited evidence that the endorsed product(s) is sequenced logically to facilitate achievement and attainment towards knowledge, skills, and understanding within the subject area.</p>

Criteria	Indicative Content	Outcome
<p>1.3 The education partner provides opportunities for future learning and career development.</p>	<ul style="list-style-type: none"> • Examples of information for learners upon completion of provision. • Evidence of signposting learners to further developments/training or employment opportunities. • Evidence of ongoing academy options with refresher training for continual skill improvement. • Evidence of signposting to CIMSPA endorsed training opportunities to ensure alignment with recognised standards. 	<p>Enhancing</p> <p>There is comprehensive evidence to support that they provide opportunities for future learning and career development to its learners.</p> <p>Enabling</p> <p>There is some evidence that the education partner provides opportunities for future learning and career development its learners.</p> <p>Emerging</p> <p>There is limited evidence to support that they provide opportunities for future learning and career development to its learners.</p>

Criteria	Indicative Content	Outcome
<p>1.4. The education partner adopts an inclusive approach to:</p> <ul style="list-style-type: none"> • organisation culture • the accessibility of its education provision • education delivery. 	<ul style="list-style-type: none"> • Evidence of an up-to-date equality diversity and inclusion (EDI) policy adhering to appropriate legislation. • Evidence of appropriate terminology used within organisation communications that promote inclusion and a sense of belonging. • Evidence of Employability Leisure Guide (or equivalent) awareness and use • Examples of EDI training undertaken at least annually. • Evidence of up to date and comprehensive reasonable adjustments and special considerations policy. • Evidence of accessible entry to facilities. • Evidence of suitable adjustments made relevant to learner requirements. • Evidence of a variety of teaching methods to cater for learner needs. 	<p>Enhancing</p> <p>There are comprehensive practices seen to show that the partner has an inclusive approach to organisational culture, accessibility, and education delivery.</p> <p>Enabling</p> <p>There are some practices seen to show that the partner has an inclusive approach to organisational culture, accessibility, and education delivery.</p> <p>Emerging</p> <p>There is limited evidence to show the partner has an inclusive approach to organisational culture, accessibility, and education delivery.</p>

Criteria	Indicative Content	Outcome
<p>1.5. The education partners tutors/ assessors have evidenced knowledge of the subject area.</p>	<ul style="list-style-type: none"> Evidence of tutor/assessor CVs which include appropriate qualifications. 	<p>Enhancing</p> <p>There are comprehensive practices seen to support that the partners tutors and/or assessors have knowledge in the subject area.</p> <p>Enabling</p> <p>There are some practices seen to support that the partners tutors and/or assessors have knowledge in the subject area.</p> <p>Emerging</p> <p>There are limited practices seen to support that the partners tutors and/or assessors have knowledge in the subject area.</p>
<p>1.6. The education partner ensures appropriate continuous professional development for its employees.</p>	<ul style="list-style-type: none"> Examples of tutor/assessor CPD records including training and development undertaken in the previous 12 months Examples of tutors/assessors undertaking both internal and external training and development. 	<p>Enhancing</p> <p>There are comprehensive practices seen to show that the partner plans for and carries out relevant CPD for all employees.</p> <p>Enabling</p> <p>There are some practices seen to show that the partner plans for and carries out relevant CPD for all employees.</p> <p>Emerging</p> <p>There are limited practices seen to show that the partner plans for and carries out relevant CPD for all employees.</p>

Criteria	Indicative Content	Outcome
<p>1.7. The education partner delivers the endorsed product(s) in line with endorsement conditions and outlined scheme of work.</p>	<ul style="list-style-type: none"> Evidence of adherence to CIMSPA's endorsement guidelines Evidence that the endorsed products' scheme of work is being adhered to. 	<p>Enhancing</p> <p>There is comprehensive evidence that course delivery is in line with endorsement conditions and outlined scheme of work.</p> <p>Enabling</p> <p>There is some evidence that course delivery is in line with endorsement conditions and outlined scheme of work.</p> <p>Emerging</p> <p>There is limited evidence that course delivery is in line with endorsement conditions and outlined scheme of work.</p>
<p>1.8. The education partners methods of delivery for the endorsed product(s) provide the learners with knowledge, skills and understanding relating to the intended aims and objectives.</p>	<ul style="list-style-type: none"> Comprehensive scheme of work at time of endorsement Evidence of resources used for content delivery. Observation of delivery Examples of learner feedback 	<p>Enhancing</p> <p>There is comprehensive evidence that the endorsed product(s) delivery method provides knowledge, skills and understanding relating to the intended aims and objectives.</p> <p>Enabling</p> <p>There is some evidence that the endorsed product(s) delivery method provides knowledge, skills and understanding relating to the intended aims and objectives.</p> <p>Emerging</p> <p>There is limited evidence that the endorsed product(s) delivery method provides knowledge, skills and understanding relating to the intended aims and objectives.</p>

Criteria	Indicative Content	Outcome
<p>1.9 The education partner delivers the endorsed product(s) in line with endorsement conditions and outlined assessment methods (where applicable).</p>	<ul style="list-style-type: none"> • Evidence that the assessment method is in line with endorsement conditions. 	<p>Enhancing</p> <p>There is comprehensive evidence that the course delivery fully aligns to the endorsement conditions and outlined assessment methods.</p> <p>Enabling</p> <p>There is some evidence that the course delivery aligns to the endorsement conditions and outlined assessment methods.</p> <p>Emerging</p> <p>There is limited evidence that the course delivery aligns to the endorsement conditions and outlined assessment methods.</p>
<p>1.10 The education partners assessment methods check the learner’s knowledge, skills and understanding.</p>	<ul style="list-style-type: none"> • The assessment methods chosen are valid, reliable, and fit for purpose. • Evidence that the assessment methods are in line with real life scenarios (where applicable). 	<p>Enhancing</p> <p>There is comprehensive evidence that the assessment method(s) are well considered to ensure knowledge, skills and understanding are checked.</p> <p>Enabling</p> <p>There is some evidence that the assessment method(s) are well considered to ensure knowledge, skills and understanding are checked.</p> <p>Emerging</p> <p>There is limited evidence that the assessment method(s) are well considered to ensure knowledge, skills and understanding are checked.</p>

Criteria	Indicative Content	Outcome
<p>1.11 The education partner:</p> <ul style="list-style-type: none"> provides learners with the opportunity to feedback on their learner experience. acts on the learner feedback to enhance the quality of education. 	<ul style="list-style-type: none"> Evidence of feedback opportunities available to learners Evidence of completed learner feedback forms. Evidence that learner feedback has been considered and actioned where appropriate. 	<p>Enhancing</p> <p>There is comprehensive evidence of feedback opportunities within the experience for the learners to provide their feedback.</p> <p>There is excellent evidence that the feedback received is acted upon.</p> <p>Enabling</p> <p>There is some evidence of feedback opportunities for learners to communicate about provision. There is some evidence that the feedback received is acted upon.</p> <p>Emerging</p> <p>There is limited evidence of feedback opportunities within the experience for the learners to provide their feedback. There is limited evidence that the feedback received is acted upon.</p>

Criteria	Indicative Content	Outcome
<p>1.12. The education partner adheres to their quality assurance processes to ensure the quality of the endorsed product(s).</p>	<ul style="list-style-type: none"> Evidence of a quality assurance policy which details quality assurance activity relevant to organisation and endorsed product provision, for example sampling plan, and standardisation schedule. Examples of action taken to address issues in quality assurance processes and procedures. Examples of standardisation meeting minutes. Examples of department meeting minutes for weekly/monthly/quarterly meetings which discuss endorsed education products. Examples of quality assurance activity through previous quality assurance reports either internal verification or external quality assurance. 	<p>Enhancing There is comprehensive evidence that the partner implements a robust quality assurance process.</p> <p>Enabling There is some evidence that the partner implements a robust quality assurance process.</p> <p>Emerging There is limited evidence that the partner implements a robust quality assurance process.</p>
<p>1.13 The education partner deals with complaints in a professional and efficient manner.</p>	<ul style="list-style-type: none"> Evidence of an up-to-date complaints policy with date, review date, and signature. Examples of previous complaints managed with outcomes and closure in the last 12 months. Evidence of review or improvement to the complaint process. 	<p>Enhancing There is comprehensive evidence that complaints are dealt with in a professional and efficient manner.</p> <p>Enabling There is some evidence that complaints are dealt with in a professional and efficient manner.</p> <p>Emerging There is limited evidence that complaints are dealt with in a professional and efficient manner.</p>

2. Learner Journey

Criteria	Indicative Content	Outcome
<p>2.1 The education partner is transparent with their operations, processes, and practices.</p>	<ul style="list-style-type: none"> Evidence of up-to-date policies including equality and diversity, complaints, appeals, maladministration and malpractice, quality assurance, reasonable adjustments and special considerations, and safeguarding and prevent that are easy for the learners to locate. Evidence of partner enrolment information given to learners prior to course starting. 	<p>Enhancing</p> <p>There is comprehensive evidence that the partner is transparent with their operations processes and practices to the learner which means these are fully compliant and easily found.</p> <p>Enabling</p> <p>There is some evidence that the partner is transparent with operations processes and practices to the learners.</p> <p>Emerging</p> <p>There is limited evidence that the partner is transparent with operations processes and practices to the learners.</p>
<p>2.2 The education partner ensures the learners are suitable, competent, and qualified to undertake the endorsed product(s) in line with the endorsement conditions.</p>	<ul style="list-style-type: none"> Evidence of pre-requisite displayed alongside course information (where relevant) Evidence of checking this through learner enrolment. Evidence of holding this information in line with General Data Protection Regulation. Examples of learner enrolment requests and outcomes of these. Examples of resources signposted too which support learning where necessary, for example VLE, research journals etc. 	<p>Enhancing</p> <p>There is comprehensive evidence that the partner ensures learners are suitable, competent, and qualified to complete the program.</p> <p>Enabling</p> <p>There is some evidence that the partner ensures learners are suitable, competent, and qualified to complete the program.</p> <p>Emerging</p> <p>There is limited evidence that the partner ensures learners are suitable, competent, and qualified to complete the program.</p>

Criteria	Indicative Content	Outcome
<p>2.3 The education partner ensures effective communication between tutors/assessors and the learners.</p>	<ul style="list-style-type: none"> Evidence of partner communication methods to learners. Evidence forums /communities of practice. 	<p>Enhancing There is comprehensive evidence that the partner is consistently using effective communication between all relevant parties.</p> <p>Enabling There is some evidence that the partner is using effective communication between all relevant parties.</p> <p>Emerging There is limited evidence that the partner provides communication effectively between all relevant parties.</p>
<p>2.4 The education partner ensures that support is available for the learners to complete the endorsed product(s).</p>	<ul style="list-style-type: none"> Evidence of learner enrolment numbers for the previous 12 months. Evidence of learner certification numbers in the previous 12 months. Examples of records and support in place for learners who have not completed. 	<p>Enhancing There is comprehensive evidence that the partner supports learners to complete the endorsed product(s).</p> <p>Enabling There is some evidence that the partner supports learners to complete the endorsed product(s).</p> <p>Emerging There is limited evidence that the partner supports learners to complete the endorsed product(s).</p>

Criteria	Indicative Content	Outcome
<p>2.5 The education partner ensures that all learners who complete the endorsed product(s) are certificated for their achievements.</p>	<ul style="list-style-type: none"> Learners who complete the professional standard/ CPD receive certification in a timely manner. 	<p>Enhancing</p> <p>There is comprehensive evidence that all learners who complete the course are certified for their achievements.</p> <p>Enabling</p> <p>There is some evidence that the partner certifies all learners who complete the endorsed product.</p> <p>Emerging</p> <p>There is limited evidence that the partner certifies all learners who complete the endorsed product.</p>

3. Marketing and Promotion

Criteria	Indicative Content	Enhancing
<p>3.1 The education partner markets their endorsed product(s) in line with CIMSPA expectations.</p>	<ul style="list-style-type: none"> Evidence that the correct education logo is being displayed. Evidence that the correct CPD point logo is being displayed relevant to the course endorsed. Evidence of compliance to CIMSPA brand guidelines Evidence that the marketing adheres to CIMSPA endorsement conditions and professional standards including TQT, GLH or course hours. Evidence that the partner markets their course in line with the Employability Leisure Guidelines or equivalent. 	<p>Enhancing All marketing provided by the education partners demonstrates adherence to CIMSPA requirements.</p> <p>Enabling There is some evidence that the partner markets their endorsed provision in line with CIMSPA requirement.</p> <p>Emerging There is limited evidence that the partner markets their endorsed provision in line with CIMSPA requirement.</p>
<p>3.2 The education partner markets their endorsed product(s) with truth and accuracy.</p>	<ul style="list-style-type: none"> Accurate representation of their endorsed product. For example, is transparent in the detail of course prerequisites, course duration, achievement obtained and/or awarding organisation where appropriate. Evidence of marketing materials aligning to education partner promotion of training e.g., consistency in promotion of education partner through websites, brochures, and social media. 	<p>Enhancing All marketing provided by the education partner demonstrates truth and accuracy of the provision.</p> <p>Enabling There is some evidence that the education partner markets their provision with truth and accuracy.</p> <p>Emerging There is limited evidence that the education partner markets their provision with truth and accuracy.</p>

Due to the nature of this framework this is a continually developing document based on feedback. Any amendments to this document will be communicated to all partners.