

Governance Framework

July 2022

Version 3.0

Governance Framework

- Introduction4**
- About IfATE4**
- Corporate governance within IfATE6**
- Collective responsibility of the Board6**
- Code of Conduct7**
- The Board7**
- The Chair.....8**
- The Deputy Chair.....9**
- The Chief Executive9**
- Senior Leadership Team.....10**
- The Delivery Director and Strategy Director10**
- The Chief Financial Officer10**
- The General Counsel10**
- The Deputy Directors11**
- The Board Secretary11**
- Committees and Sub-Committees15**
- Advisory Panels16**
- Role of Board members in supporting the Board’s work programme16**
- Delegations17**
- Removal of the Chair and members of the Board19**
- Reviewing the Board’s performance19**
- Review of the Governance Framework.....19**
- Annex A –Terms of Reference for IfATE’s Board21**

Annex B - Rules of procedure for meetings of the Board.....	24
Annex B1 - Code of conduct for members of the Board	30
Annex B2 – Procedures for conducting urgent business by correspondence	37
Annex C – Matters reserved to the Board	38
Annex D – Permanently established Committees and Advisory Panels	39
Annex D1 – Terms of Reference for Board Committees.....	40
Annex D2 – Terms of Reference for Advisory Panels.....	54
Annex E – Scheme of Delegation.....	73

Introduction

1. The Institute for Apprenticeships and Technical Education ('IfATE') recognises that it needs to have sound corporate governance arrangements in place to deliver its statutory functions, strategic aims and objectives.
2. Corporate governance is the way in which an organisation is directed, administered, controlled and led. It defines relationships and the distribution of rights and responsibilities amongst those who work with and in the organisation, determines the rules and procedures through which the organisation's objectives are set and provides the means of attaining those objectives and monitoring performance.
3. The effectiveness of direction and control of an organisation depends on:
 - governance: how well an organisation plans, sets, communicates, undertakes and monitors its corporate objectives;
 - risk management: how the organisation identifies, considers and manages the risks to the achievement of corporate objectives; and
 - business controls: how the Board of the organisation assures itself and its stakeholders that it is in control of its business and the risks to the achievement of its objectives.
4. The aim of this document is to provide information about IfATE's corporate governance arrangements, including the roles, responsibilities and procedures for the effective and efficient conduct of its business.

About IfATE

5. IfATE came into being on 1st April 2017¹ under the provisions of the Apprenticeships, Skills, Children and Learning Act 2009 ('the 2009 Act'), as amended by the Enterprise Act 2016. It was given additional functions in connection with technical education by the Technical and Further Education Act 2017 and these were further expanded by the Skills and Post-16 Education Act 2022. IfATE is a Crown non-departmental public body.
6. IfATE's main aim is to improve access to high quality apprenticeships and technical education in order to transform the skills landscape.
7. IfATE's powers and duties stem from the 2009 Act (as amended) and IfATE has several core functions:
 - determining occupations and groups (and allocating them to a route) and publishing this information.²
 - developing and maintaining quality criteria for the approval of apprenticeship

¹ When launched on 1st April 2017, IfATE's remit was limited to apprenticeships. In January 2019, this was extended to include technical education by the provisions of the Technical and Further Education Act 2017, effecting a name change from the 'Institute for Apprenticeships' to the 'Institute for Apprenticeships and Technical Education'.

² 2009 Act, ss ZA9

standards and assessment plans.³

- supporting the development of standards and assessment plans by employer groups and reviewing and approving them.⁴
 - publishing approved standards and assessment plans.⁵
 - ensuring that all end point assessments are quality assured.⁶
 - responsible for approving technical education qualifications (including the technical qualification within T Levels and HTQs) and (in relation to technical qualifications within T Levels) determining the additional steps that it considers would be appropriate for a person to take to progress towards occupational competence.⁷
 - responsible for operating the procurement process and awarding and managing the contracts which will involve Awarding Organisations (AOs) delivering the technical education qualification within T Levels.
 - responsible for operating the approval process for other technical education qualifications (including Higher Technical Qualifications and qualifications at other levels) and regularly reviewing those qualifications.
 - responsible for keeping under review technical education and training and the effect that the exercise of its functions has or might have on the range and availability of that education and training.
8. In addition, IfATE will provide advice to the Secretary of State in relation to the maximum amount of Government funding that can be drawn down by employers for individual apprenticeship standards.⁸
9. In delivering its functions IfATE must have regard to the:
- reasonable requirements of industry, commerce, finance, the professions and other employers about education and training within its remit.
 - reasonable requirements of persons taking or wishing to complete an apprenticeship.
 - need to ensure that education and training within apprenticeships is of an appropriate quality and represents good value for public funds.⁹

³ 2009 Act, s A2A (4)

⁴ 2009 Act, s A2A

⁵ 2009 Act, s A2

⁶ 2009 Act, ss A2B A2C

⁷ 2009 Act, s A2D3, s A2D5 & s A2DB

⁸ 2009 Act, s ZA3

⁹ 2009 Act, s ZA2 (1)

10. It must also have regard to any strategic guidance that the Secretary of State publishes.¹⁰

Corporate governance within IfATE

11. Schedule A1 of the 2009 Act sets out arrangements for IfATE's governance.
12. The Board as a whole has a responsibility to ensure that IfATE complies with its statutory responsibilities as set out in the 2009 Act, all other relevant legislation and government accounting rules in relation to its use of public funds. The Chief Executive, in their capacity as Accounting Officer (as designated by the Permanent Secretary for the Department for Education ('the DfE')), is entrusted with public funds and therefore has a particular duty to observe the highest standards of corporate governance, which the Board needs to be satisfied is in place. This includes ensuring and demonstrating integrity and objectivity in the transaction of its business and, wherever possible, following a policy of openness and transparency in its decision-making.

Collective responsibility of the Board

13. The Board will act on a collective basis. It has collective responsibility for:
- establishing the strategic direction of IfATE in line with the strategic guidance issued by the DfE and ensuring it discharges its statutory duties as set out in the 2009 Act and within the available resources framework.
 - determining the steps necessary to deal with any developments which are likely to affect IfATE's ability to discharge its statutory functions and keeping the Minister for Apprenticeships and Skills informed if any such developments arise.
 - ensuring that any statutory or administrative requirements for the use of public funds are complied with.
 - ensuring that IfATE operates within the limits of its statutory authority and any delegated authority agreed with the DfE, and in accordance with any other conditions relating to the use of public funds and that, in reaching decisions, the Board acts in accordance with [Managing Public Money](#) and any subsequent guidance issued by central Government.
 - ensuring that it receives regular financial information concerning the management of IfATE; is informed in a timely manner regarding any concerns about the activities of IfATE; and provides positive assurance to the DfE that appropriate action has been taken on such concerns.
 - demonstrating high standards of corporate governance at all times, including by obtaining advice and support from the Audit and Risk Assurance Committee (terms of reference of which are set out in Annex D1) to help it address key financial and other risks.

¹⁰ 2009 Act, s ZA2 (2)

14. As the body charged with governing IfATE's strategic direction, the Board will abide by the following principles:

- the Board will operate on the principles of collective responsibility, support and respect.
- members will be provided with all information necessary to ensure vigorous debate and effective decision-making. Members may request any additional information they deem necessary to ensure that the decision-making process is sufficiently well-informed and robust.
- Board members should speak with one voice in public on IfATE matters. Board members should not make press or public statements in respect to IfATE's affairs without the permission of the Chair (or in the absence of the Chair, the Chief Executive). Briefing and assistance for Board members making public statements will be provided.
- decisions of the Board will normally be reached by consensus and only in exceptional circumstances should a formal vote be necessary. All decisions of the Board will be recorded. Minority views will not normally be made public although, if a vote is necessary, the outcome of that vote will be recorded in the Board minutes.
- if a Board member resigns as a result of a disagreement with a Board decision, they may state the basis for the disagreement but may not publicly disclose the views of other Board members.

Code of Conduct

15. Board members will comply with the Code of Conduct for Members of the Board as set out at Annex B1.

The Board

16. The 2009 Act provides that the Board consists of:

- the Chair.
- the Chief Executive.
- between 4 and 10 other members appointed by the Secretary of State.¹¹

17. The Board members, with the exception of the Chief Executive, are known as non-executive members.

18. Non-executive members:

- will hold and vacate office in accordance with the terms of their appointment.
- may resign from office at any time giving written notice to the Secretary of State.

¹¹ 2009 Act, paragraph 2 of Schedule A1

- must not be appointed for a term of more than five years.
- can be re-appointed for further terms.¹²

19. The Secretary of State may remove a non-executive from office on either of the following grounds:

- inability or unfitness to carry out the duties of office.
- absence from IfATE's meetings for a continuous period of more than six months without IfATE's permission.¹³

20. There is an expectation that Board members will serve on at least one Committee.

21. Quorum for the Board will be four members.

The Chair

22. The Chair and Board are accountable to Parliament and the Minister for Apprenticeships and Skills for ensuring that IfATE fulfils its statutory purpose as set out in the 2009 Act. Communications between IfATE's Board and the Minister should normally be through the Chair. The Chair is responsible for ensuring that IfATE's affairs are conducted with probity. Where appropriate, these policies and actions should be clearly communicated and disseminated throughout IfATE.

23. In addition, the Chair has responsibility for :

- leading the Board in formulating the Board's strategy.
- ensuring that the Board, in reaching decisions, takes proper account of guidance provided by the Minister or the DfE.
- promoting the efficient and effective use of staff and other resources.
- delivering high standards of regularity and propriety.
- representing the views of IfATE to external stakeholders and the general public.

24. The Chair also has an obligation to ensure that:

- the Board and its members are reviewed and are working effectively.
- the Board has a balance of skills appropriate for directing IfATE's business, as set out in the [Government Code of Good Practice for Corporate Governance](#).
- Board members are fully briefed on terms of appointment, duties, rights and responsibilities.

¹² 2009 Act, paragraph 3 of Schedule A1

¹³ 2009 Act, paragraph 3 (5) of Schedule A1

- the Chair, together with other Board members, receives appropriate training on financial management and reporting requirements and on any differences that may exist between private and public practice.
- the Minister is advised of IfATE's needs when Board vacancies arise.
- the performance of individual Board members is assessed if they are being considered for re-appointment.
- the Board acts in accordance with the Government Code of Good Practice for Corporate Governance.
- there is a code of practice for members of the Board in place (which is detailed at Annex B1), consistent with the [Cabinet Office Code of Conduct for Board Members of Public Bodies](#).

The Deputy Chair

25. The Board may appoint one of the non-executive members as Deputy Chair. This enables the Board to continue to operate in the absence of the Chair and is covered in the Scheme of Delegation, which is detailed at Annex E.

The Chief Executive

26. The role of Chief Executive encompasses:

- acting as a public face of IfATE;
- representing IfATE to the public, ministers and Parliament;
- leading the public debate in relation to IfATE's objectives;
- acting as a point of contact between IfATE, ministers and Parliament;
- the overall management, organisation and staffing of IfATE;
- external representation of IfATE;
- financial and other practices and procedures including conduct and discipline;
- through personal leadership and example, promoting the values underpinning IfATE; and
- coordination and implementation of policies and actions endorsed by the Board.

27. The Chief Executive as Accounting Officer is personally responsible for:

- safeguarding the public funds for which they have charge.
- ensuring propriety, regularity, value for money and feasibility in the handling

of those public funds.

- for the day-to-day operations and management of IfATE.
- ensuring IfATE as a whole is run on the basis of the standards, in terms of governance, decision-making and financial management that are set out in Box 3.1 of [Managing Public Money](#).

Senior Leadership Team

28. The Senior Leadership Team (SLT) is comprised of Chief Executive Officer, Delivery Director, Strategy Director, HR Director, Chief Financial Officer and General Counsel comprised of the Deputy Directors within IfATE's Delivery Group and Insights & Transformation Group.

The Delivery Director and Strategy Director

29. The Delivery Director and Strategy Director are directly accountable to the Chief Executive for the outputs of IfATE's Delivery Group and Insights and Transformation Group. The Delivery Director is responsible for developing the capacity of IfATE's operational teams, ensuring their efficient operation and managing their performance. The Strategy Director is responsible for developing the capacity of IfATE's strategic outreach and support functions, ensuring their efficient operation and managing their performance. When required, the Delivery Director and Strategy Director deputise for the Chief Executive.

30. The Delivery Director and Strategy Director are entitled to direct access to the Board and Committees and may at his or her discretion give relevant advice during or outside of meetings.

31. Although not a member of the Board, the Delivery Director and Strategy Director shall attend Board meetings in order to support the Board's decision-making on such matters that require input from their respective areas of responsibility.

The Chief Financial Officer

32. The Chief Financial Officer fulfils the role of Finance Director as envisaged by Managing Public Money and gives advice to the Board and Committees on finance and related matters.

33. The Chief Financial Officer is entitled to direct access to the Board and Committees and may at his or her discretion give relevant advice during or outside of meetings.

34. Although not a member of the Board, the Chief Financial Officer shall attend Board meetings in order to support the Board's decision-making on such matters that require financial expertise.

The General Counsel

35. The General Counsel is IfATE's senior legal adviser and gives legal and strategic advice to the Board and Committees.

36. The General Counsel is entitled to direct access to the Board and Committees and may at his or her discretion give legal advice during or outside meetings.
37. Although not a member of the Board, the General Counsel shall attend Board meetings in order to support the Board's decision-making on all relevant matters.

The Deputy Directors

38. The Deputy Directors have responsibility for distinct operational areas. These are Business Services Route Group; Engineering and Construction Route Group; People Services Route Group; Commercial and Business Analysis; Commissioning and Development; Legal and Governance; Finance and Corporate Services; Digital and Analytical Services; Policy and New Concepts; and Portfolio and Partnerships.
39. They will routinely attend Board meetings to present papers and updates to the Board as required.

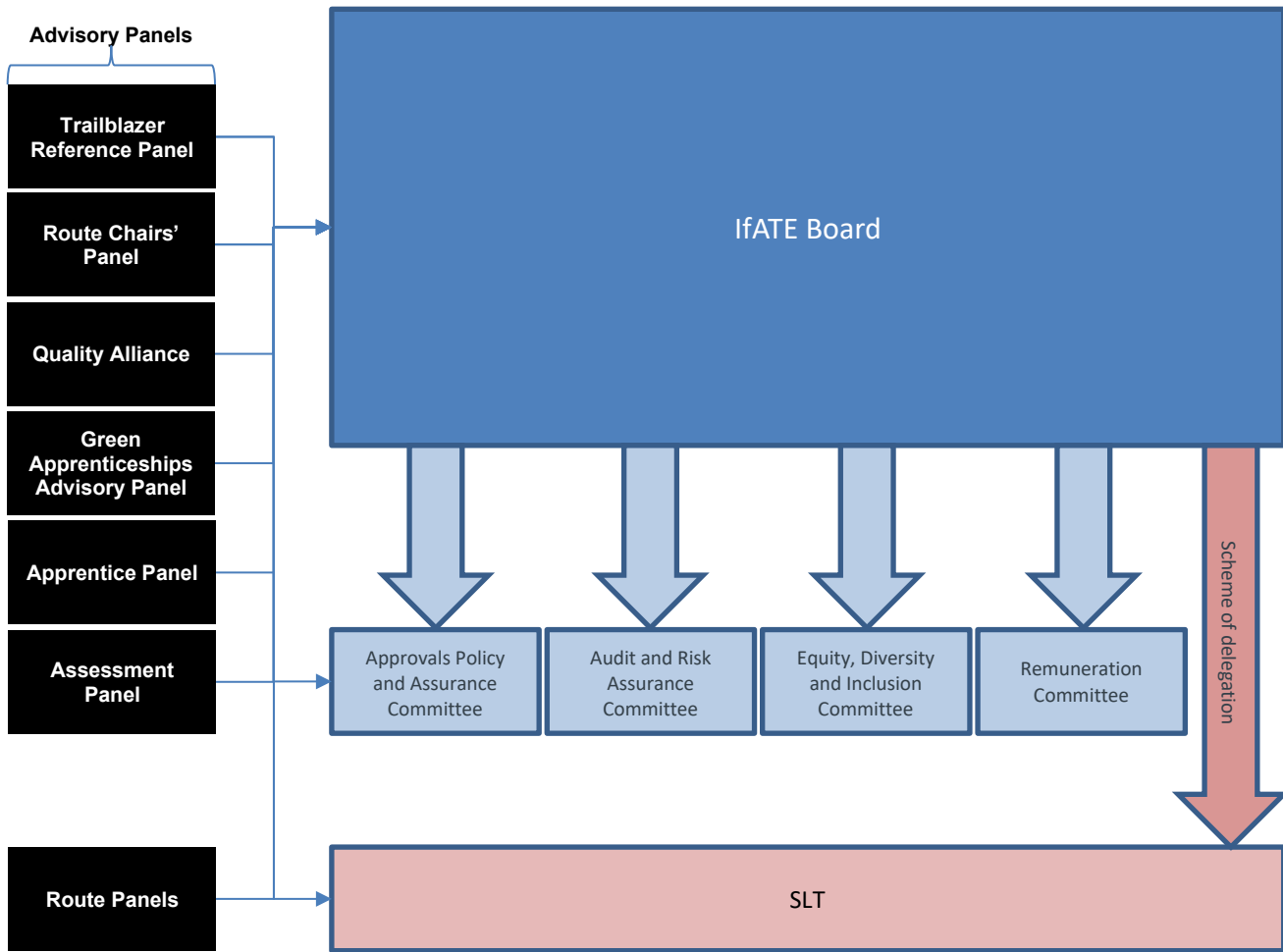
The Board Secretary

40. The Board Secretary serves the Board but is not a member of it. They are responsible for convening meetings, recording those meetings and advising on procedure. The legitimacy of the Board's business depends on the proper conduct of its meetings, including the preparation of papers and minutes.
41. The Board Secretary will be entitled to offer advice during a meeting when questions of procedure are under discussion and shall intervene where they judge that the Board or the Chair may be at risk of breaching its own procedures for the conduct of business.
42. The Board Secretary will:
 - ensure the smooth running of the activities of the Board and its Committees.
 - facilitate good information flows between the Board and members of staff.
 - provide impartial information and guidance on Board procedures and corporate governance.
 - facilitate the induction and professional development of Board members.
 - facilitate any urgent and/or electronic business procedures.
43. The Chair, Board members and members of any Committee or Sub-Committee will have access to the Board Secretary and Data Protection Officer for advice and assistance.
44. The Board Secretary will maintain a Register of Interests and a Register of Gifts and Hospitality for Members of the Board.
45. The Registers must be publicly available.

46. Planning and management of the Board's business are matters for the Chair, working closely with the Chief Executive and the Board Secretary. Proper advance planning of the Board's business is essential to good governance. Such planning enables:

- key decisions to be made at the right time.
- the SLT to know when papers are required and ad hoc demands on staff minimised.
- the scheduling of Board and Committee meetings to be coordinated.
- Board members to reserve dates for meetings well in advance.
- the weight of business presented to any one meeting to be managed.
- key deadlines to be met.

Figure 1 – IfATE’s governance structure



Apprenticeship and T Level Route Panels



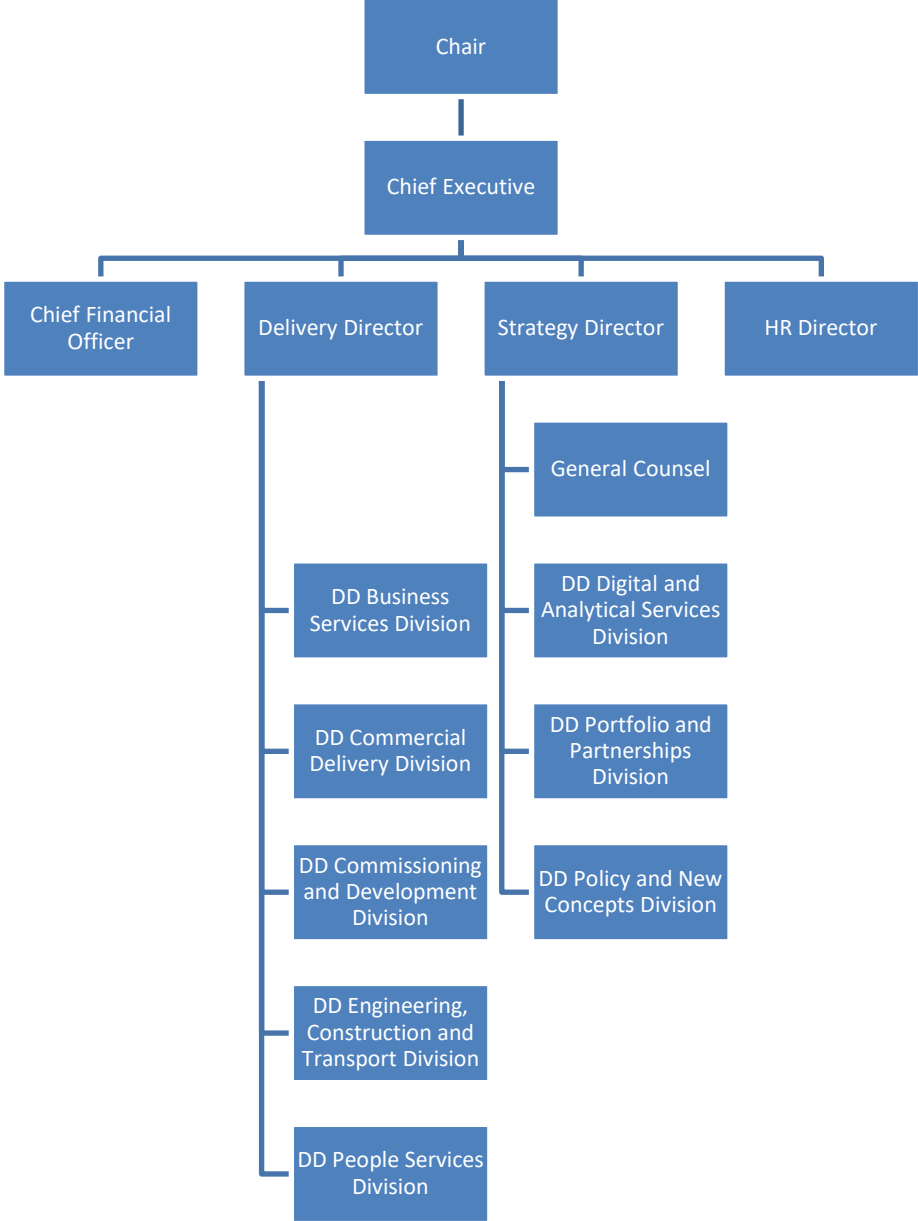
Peer reviewers

** denotes those route panels that apply to T Levels

Trailblazer groups – developing standards and assessment plans

T Level Panels – developing T Level content

Figure 2 – IfATE’s Senior Leadership Team (SLT)



Executive attendance at meetings

- 47. The members of the Board will meet for a short session to discuss any issues at the start of each meeting without the Executive and other IfATE staff present.
- 48. The General Counsel, the Chief Financial Officer, the Delivery Director, the Strategy Director and the Board Secretary will normally attend meetings of the Board. Deputy Directors, and other IfATE staff, may attend meetings of the Board where requested, for example to support the consideration of specific items of business. On occasion non-executive Board members may be asked to withdraw from the meeting for specific items of business.

Committees and Sub-Committees

49. The Board may establish Committees and any Committee established by the Board may establish Sub-Committees.¹⁴ Committees and Sub-Committees may be established permanently or on a time-limited basis, for example to undertake a specific review. Only the Board may wind up a Committee or alter its purpose. The Committee that established a Sub-Committee may wind it up or alter its purpose.
50. Any Committee or Sub-Committee established will report back frequently on its work to the Board or Committee that established it.
51. Membership of Committees and Sub-Committees must include at least two members of the Board or IfATE's staff. The membership of a Committee of the Board may include persons who are not Board members. The membership of a Sub-Committee may include persons who are not members of the Committee or of the Board.
52. Appointments to Committees and Sub-Committees will be for a period of up to three years, at the discretion of the Chair. Appointments are renewable where appropriate.
53. The Board may make arrangements with the Secretary of State's approval for the payment of such remuneration and allowances as it thinks fit to any person who is a member of a Committee or Sub-Committee but is not a Board member or a member of staff of IfATE. Exceptionally, this may apply to members of IfATE's Panels.
54. Membership of Committees and Sub-Committees, including the identification of a Chair of such Committees and Sub-Committees, will be proposed by the Chair of the Committee or Sub-Committee and agreed by the Board.
55. Terms of reference for Committees and Sub-Committees will be agreed by the Board.
56. The Committee with responsibility for Audit and Risk Assurance should include at least one member with substantial financial/ accounting/ auditing experience, and one with project/programme delivery experience.
57. The Committee with responsibility for Approvals Policy and Assurance should have strong employer representation in its membership.
58. Subject to the exception set out in Schedule A1 to the 2009 Act¹⁵, the Board may delegate its functions to the Chair, another Board Member, a Committee or Sub-Committee.
59. If the Chair is not a member of a Committee or Sub-Committee, they have the right of attendance at any meeting of that Committee or Sub-Committee in an observatory capacity. The Chair will not be entitled to vote on any matter before that Committee or Sub-Committee unless they are a member.

¹⁴ 2009 Act, paragraph 7 of Schedule A1

¹⁵ 2009 Act, paragraph 9 (2) of Schedule A1

60. Chairs of Committees and Sub-Committees may meet as a group to discuss matters of mutual interest. If such a meeting is required a request should be made to the Board Secretary who will make arrangements. The Chair and Deputy Chair will be invited to any such meeting.
61. The Board has established a number of permanent Committees which are detailed at Annex D.
62. The Board must at least once in any five-year period review its Committee structure and the scope of each Committee's activities.

Advisory Panels

63. The Board and Committees may establish Advisory Panels. Advisory Panels established by the Board or a Committee may recommend the establishment of additional Advisory Panels. Advisory Panels may be established permanently or on a time-limited basis, for example to provide advice on a specific matter. Either the Board or the Committee that established an Advisory Panel may wind it up or alter its purpose.
64. Any Advisory Panel established will report back frequently on its work to the Board or Committee that established it.
65. Advisory Panels exist to provide insights and opportunities for engagement with sector leaders and other stakeholders, in order to inform the work of IfATE, its Board and Committees. They are purely advisory in nature and cannot make decisions, though they may make such recommendations as they see fit.
66. Membership of Advisory Panels may include members of the Board, Committee members who are not Board members, IfATE staff or any other person whose skillset and expertise may be required.
67. The presence of any Board member, Committee member or IfATE staff on an Advisory Panel will not confer any decision-making powers upon that body.
68. The Board has established a number of permanent Advisory Panels which are detailed at Annex D.
69. The Board must at least once in any five-year period review its Advisory Panel structure and the scope of each Advisory Panel's activities.

Role of Board members in supporting the Board's work programme

70. Effective corporate governance requires that Board members abide by certain principles when making their own contributions to Board business, including:
 - working co-operatively with fellow Board members in IfATE's best interests.
 - reaching a view on issues based upon proper and impartial consideration of the facts presented and not on the basis of pre-determined or partisan views.

- supporting corporate decisions whatever one's personal view on the matter under discussion.
- respecting any decision of the Board that an item of business should remain confidential there is a legal requirement to waive confidentiality.
- declaring any potential and/or actual conflict of interest arising from discussions of business or from other aspects of membership and, where appropriate, recusing themselves from discussions of business.

71. All Board members will contribute to the effectiveness with which the Board carries out its business by:

- playing a full and active role in Board meetings.
- regular attendance at formal and informal meetings of the Board.
- being adequately prepared for meetings.
- respecting the Chair's authority in respect of the management of meetings.

72. The Board must work within the delegated framework and the agreed rules which it has set. Some basic procedural rules are set out at Annex B of this framework. These cover such matters as rules of procedure for meetings of the Board and any Committees or Sub-Committees including convening of meetings, quorum, voting, declarations of interest and the publication of minutes. It is the responsibility of the Chair of each forum, guided by the Board Secretary, to ensure that these procedural rules are adhered to.

Delegations

73. Schedule A1 to the 2009 Act enables the Board to delegate its functions to others with some limits.

74. The Board may delegate some of its functions to a member of the Board, a member of IfATE's staff, a Committee or any other person. Any such delegation will be recorded as a formal resolution of the Board. Regardless of any delegation the Board remains ultimately accountable for and must take corporate responsibility for action taken.

75. A Board paper may ask for the final decision, or an aspect of a decision, to be delegated to the Chief Executive, either alone or jointly with the Chair. Such delegations may be subject to the completion of some final pieces of work. When the decision required is strategic, long-term or complex in nature it will usually be delegated to the Chief Executive in consultation with the Chair. Decisions of an operational nature will usually be taken by the Chief Executive alone.

76. The Board will have the opportunity to review and adjust these delegation requests when it considers the paper requesting the delegation. Any person to whom it is proposed to make a delegation should be consulted before the Board paper is finalised.

77. When the Chief Executive is absent from the office for a period of time they will delegate their functions to the Delivery Director and/or the Strategy Director as appropriate. This delegation will be recorded. In the absence of both the Chief Executive, and the Delivery Director and/or the Strategy Director, any action delegated to a member of the Executive may be carried out by the person acting in that role.
78. In the absence of the Chair any delegations made to them may be taken by the Deputy Chair.
79. The Board delegates to the Chief Executive, in consultation with the Chair, or in the absence of the Chair the Deputy Chair, as appropriate, the discharge of all statutory functions other than:
- any matter reserved to the Board.
 - any matter delegated to a Committee of the Board.
80. Detail of the delegation of functions is given in the Scheme of Delegation at Annex E.
81. The Chief Executive, in consultation with the Chair, or in the absence of the Chair the Deputy Chair, may delegate the discharge of some of the functions of IfATE to one or more members of staff. The Chief Executive will keep a list of such delegations.
82. The Board may make delegations or vary, revoke or add to existing delegations. Any delegation made by the Board may be limited or made subject to any conditions, for example, the Board may delegate a function only for a limited period of time or for a particular matter.
83. The Board may discharge a function itself even though it has delegated the discharge of that function.
84. The Board delegates to each Committee the discharge of those functions that fall within their respective terms of reference other than any matter reserved to the Board. The Board may instruct IfATE staff, or any Committee, as to how to exercise a delegated authority.
85. Unless the Board imposes a condition to the contrary, a Committee may delegate the discharge of a function to a Sub-Committee subject to any conditions imposed by that Committee.
86. The Board authorises the Chief Executive to sign contracts or other documents on behalf of IfATE and to delegate this authority to one or more members of IfATE staff.

Procedural Reviews

87. Procedural review is a mechanism which exists to allow IfATE to review the decisions it has made to ensure they are free from procedural errors or other irregularities which may have impacted IfATE's decision-making.

88. A trailblazer group may request a procedural review of any final decision taken by IfATE. Organisations who have submitted applications for IfATE approval of a qualification may request a procedural review of final decisions related to the approval of technical qualifications.
89. If IfATE agrees to conduct a review, the matter is allocated to an Independent Reviewer (a member of IfATE staff). They will then prepare a report which contains a recommendation on whether the procedural review request should be granted.
90. Once the report is complete, there will be a meeting of the Procedural Review Panel ('the Panel'). The Panel is comprised of IfATE's Chief Executive Officer and one or more of IfATE's Deputy Directors who were not involved in the original decision.
91. The Panel will review the procedural review request, the Independent Reviewer's report and recommendation, as well as any other relevant documents. They will then make a decision on whether the request (or parts of it) should be granted. If the Panel decide that the procedural review request should be granted, the person or organisation making the procedural request is offered the opportunity to have the decision made afresh by someone not involved in the original decision.
92. Further information on procedural reviews and the Procedural Review Panel is available on [IfATE's website](#).

Removal of the Chair and members of the Board

93. The Chair and members of the Board may only be removed from office by the Secretary of State on either of the following grounds:
- inability or unfitness to carry out the duties of office.
 - absence from IfATE's meetings for a continuous period of more than six months without IfATE's permission.¹⁶
94. The Board does not therefore have the statutory power to remove the Chair from office. In the event that either of the grounds for removal are met, the Board may however make a submission to the Secretary of State asking him/her to remove the Chair. The Board does have the power to remove the Chief Executive.

Reviewing the Board's performance

95. The Board will review its own performance and that of its Committees regularly. A summary of the findings will be included in IfATE's Annual Report and Accounts.
96. The Chair will review the performance of all Board members regularly. The Chair's performance will be reviewed annually by an appropriate process, including feedback from Board members.

Review of the Governance Framework

¹⁶ 2009 Act, paragraph 3 of Schedule A1

97. This Governance Framework will be reviewed as and when required by the Board, and at least once every twelve months.

Annex A –Terms of Reference for IfATE’s Board

1. The Board of IfATE is established by the 2009 Act.

Membership

2. The 2009 Act states that the Board consists of:
 - a. the Chair.
 - b. the Chief Executive.
 - c. between 4 and 10 other members appointed by the Secretary of State.¹⁷
3. The Board members, with the exception of the Chief Executive, are known as non-executive members.
4. Non-executive members:
 - a. will hold and vacate office in accordance with the terms of their appointment.
 - b. may resign from office at any time giving written notice to the Secretary of State.
 - c. must not be appointed for a term of more than five years.
 - d. can be re-appointed for further terms.¹⁸
5. Alternates are not permitted.

Role

6. The Board will act on a collective basis. It has collective responsibility for:
 - a. establishing the strategic direction of IfATE in line with the strategic guidance issued to IfATE¹⁹ and ensuring it discharges its statutory duties as set out in the Act and within the resources framework available.
 - b. determining the steps necessary to deal with any developments which are likely to affect IfATE’s ability to discharge its statutory functions and keeping the Minister for Apprenticeships and Skills informed if any such developments arise.
 - c. ensuring that any statutory or administrative requirements for the use of public funds are complied with.
 - d. ensuring that IfATE operates within the limits of its statutory authority and any delegated authority agreed with the DfE, and in accordance with any other conditions relating to the use of public funds and that, in reaching

¹⁷ 2009 Act, paragraph 2 of Schedule A1

¹⁸ 2009 Act, paragraph 3 of Schedule A1

¹⁹ 2009 Act, s ZA1 (2)

decisions, the Board acts in accordance with [Managing Public Money](#) and any subsequent guidance issued by central Government.

- e. ensuring that it receives regular financial information concerning the management of IfATE; is informed in a timely manner about any concerns about the activities of IfATE; and provides positive assurance to the DfE that appropriate action has been taken on such concerns.
- f. demonstrating high standards of corporate governance at all times, including by obtaining advice and support from the Audit and Risk Assurance Committee (terms of reference for which are set out in Annex D1) to help it address key financial and other risks.

Duties

- 7. The main duties of the Board are set out in the matters reserved for the Board (see Annex C).
- 8. The Board will constructively hold the Executive to account in the delivery of IfATE's functions.
- 9. The Board will set the tone of the organisation, leading by example.

Access

- 10. Meetings of the Board will normally be attended by the Chief Financial Officer, the Delivery Director, the Strategy Director, the General Counsel and the Board Secretary. Any other members of staff may be asked to attend meetings to assist the Board with its discussions on any particular matter.
- 11. The non-executive members of the Board will meet without any members of the Executive for a short session at the start of each meeting. This gives the opportunity for non-executive members to raise with the Chair any matters of concern.
- 12. The Board may ask any or all of those who normally attend but who are not members of the Board to withdraw to facilitate open and frank discussion of particular matters.
- 13. A nominated Board member shall act as an access point for members of the Executive under the whistleblowing policy.

Meetings

- 14. The Board shall normally meet six times a year. The Chair of the Board may call additional meetings as they deem necessary.
- 15. A quorum shall be considered to be four members of the Board.

Reporting

- 16. Minutes will be taken of each meeting of the Board and will be ratified as an

accurate reflection of the meeting at the subsequent Board meeting.

17. All minutes will be public unless there is a valid non-disclosure reason under the Freedom of Information Act 2000.

18. The Board will receive formal reports from each of the Committees in line with their individual terms of reference.

19. The Board will account for the activities of IfATE to Parliament in line with the Framework agreement.

Review

20. These terms of reference will be reviewed on a regular basis, and will be made publicly available on IfATE's website at the following address:
<https://www.instituteforapprenticeships.org/about/governance/>

Annex B - Rules of procedure for meetings of the Board

Introduction

1. The Institute for Apprenticeships and Technical Education was established under the provisions of the Enterprise Act 2016, as inserted into the Apprenticeships, Skills, Children and Learning Act 2009 (“the 2009 Act”). IfATE is a Crown non-departmental public body.

Frequency of meetings

2. The Board shall meet at least six times in each financial year. The period between consecutive meetings of the Board shall be no greater than three months.
3. An emergency meeting of the Board may be called by the Chair or the Chief Executive where in their opinion an urgent matter has arisen, or following receipt of a written request to the Board Secretary, signed by at least two Board members, setting out the reason why a special meeting is required.
4. The Board may also hold development and strategy events. The purpose of such events will be to provide an opportunity to reflect more thoroughly on strategy and key issues also to develop its working practices.

Location of Board meetings

5. Board meetings will usually be held in London or Coventry but may on occasion be held elsewhere or by video conference, telephone or any communication technique that allows all persons participating in the meeting to hear each other and to participate effectively.

Notice of meetings

6. Board meetings will normally be scheduled well in advance and, in any event, with a minimum of five clear working days’ notice. A Board meeting may exceptionally be called at less than five clear working days’ notice. Notice of a Board meeting will be given to Board members in writing (including by email). Failure to receive notice of a Board meeting will not invalidate that Board meeting or any business transacted at it.
7. By the end of each calendar year, the Board Secretary will propose, for the Board’s approval, a schedule of meetings of the Board and any Committees currently established for the financial year commencing the following April.

Agenda and papers

8. The agenda and papers for Board meetings will normally be circulated at least five clear working days in advance of the meeting.
9. The papers for each meeting shall comprise:
 - a. an agenda drawn up by the Board Secretary in consultation with the Chair

and Chief Executive which shall indicate the matters to be discussed at the meeting.

- b. a copy of the draft minutes of the last Board meeting.
 - c. reports covering the statutory functions of IfATE, including the exercise of delegated authorities.
 - d. such other supporting documents and information relevant to the matters to be discussed as the Chief Executive may think appropriate.
10. Non-receipt of papers by individual Board members does not invalidate a Board meeting or any business transacted at that meeting.
11. Where a meeting of the Board is called at short notice the Board Secretary shall distribute notice of the meeting and the papers relating to the business to be transacted at the earliest practical opportunity. Papers may be distributed by email.
12. With the permission of the Chair, papers may exceptionally be tabled at a Board meeting or circulated after the agenda.

Attendance at meetings

13. The General Counsel, the Chief Financial Officer, the Delivery Director, the Strategy Director and the Board Secretary will normally attend meetings of the Board. Deputy Directors, and other executives, may attend meetings of the Board where requested, for example to support the consideration of specific items of business. On occasion non- executive Board members may be asked to withdraw from the meeting for specific items of business.

Other attendees at meetings

14. The Board may invite other individuals to attend meetings of the Board; for example, the Board may wish to hear a particular stakeholder's point of view on a matter. The invitation may be for the entire meeting or for specific items, and the invitee is not obliged to attend. Any individual attending a Board meeting in this capacity will not be entitled to vote and may be asked to withdraw from the meeting at any point.

Quorum

15. Any decision made by a properly constituted Board satisfying the requirements of these procedure rules shall be deemed to be a decision made by the Board.
16. In order to ensure that there has been proper input to, and scrutiny of, decisions it is necessary to have a quorum for meetings of the Board. The quorum for meetings of the Board shall be four Board members appointed at that time.
17. If a Board member cannot participate in a discussion and/or vote on any matter as a result of a declaration of interest (see the Code of Conduct for Members of the Board) they will not count in the quorum for that item.

18. If a quorum is not available for the discussion of any matter(s) this will be recorded in the minutes and the decision made will be ratified at the next quorate meeting of the Board.
19. If a Board meeting becomes inquorate during the course of the meeting any decisions made will be ratified at the next quorate meeting of the Board. If those members present at an inquorate meeting determine that a decision that falls to be taken by that meeting is of such significance that the decision should be taken by a quorum that decision may be taken under the deferred decision provision at paragraphs 32 to 34 below.
20. All or any of the Board members may participate in a Board meeting by video conference, telephone or any communication technique that allows all persons participating in the meeting to hear each other. Board members participating in this manner will be deemed to be present at the meeting, entitled to make decisions, vote, and be counted in the quorum.
21. Written comments on agenda items submitted by a Board member who is absent may be circulated to those Board members that are present and read out at an appropriate point in the meeting. This provision does not apply to members who are not permitted to participate in a matter as a result of the declaration of a conflict of interest.

Chair

22. If present, the Chair will preside over all Board meetings.
23. In the absence of the Chair, whether temporarily on the grounds of a declared conflict of interest or otherwise, the Deputy Chair will chair the meeting.
24. In the event that both the Chair and Deputy Chair are absent and the Chair has not nominated a Board Member to chair the meeting, a Board Member, chosen from amongst those present, will chair the meeting. In the event that this is necessary the Board Secretary will seek a nomination for Chair from amongst those present that members must agree on.
25. It is the responsibility of the Chair or member presiding at the meeting to:
 - a. decide the order in which Board members will speak, ensuring that adequate views are sought in order to make informed decisions.
 - b. determine all matters of order, competence and relevance.
 - c. decide which matters are or are not out of order in terms of the meeting.
 - d. determine whether a vote is required.
 - e. maintain order in the meeting.
 - f. adjourn the meeting, if necessary, for whatever period of time they believe is appropriate.

Conflict of interest

26. All Board members must comply with the procedure for conflicts of interest set out in the Code of Conduct for members of the Board at Annex B1.

Order of business

27. The normal order of business at every meeting of the Board shall be:

- a. where the Chair and Deputy Chair are both not present and the Chair has not nominated a Board member to chair the meeting, to select a member to chair the meeting.
- b. to conduct non-executive discussion to enable any concerns to be raised.
- c. to receive any apologies for absence.
- d. to consider any declarations of interest.
- e. to receive, modify (if necessary) and approve as a true and accurate record the minutes of the previous Board meeting; once approved the minutes will be signed by the Chair.
- f. to deal with any matters arising from the minutes of the previous Board meeting in the order in which they appear.
- g. to receive a report on any urgent decisions taken between meetings.
- h. to consider such business as is set out on the agenda for the meeting.
- i. to receive reports and recommendations from any Committee, Sub-Committee, of the Board.
- j. to consider if the Board minutes may be published.
- k. to consider, at the discretion of the Chair, any items of other business.
- l. to consider any matters presented to the Board for information only.

28. The order of business may be varied by resolution of the Board at the Chair's discretion.

Voting

29. Decisions of the Board will normally be made by consensus rather than by formal vote. Failing consensus, decisions will be made by a vote when:

- a. the Chair (or in the Chair's absence the Deputy Chair or member acting in that capacity) feels that there is a body of opinion amongst Board members at the meeting that disagrees with a proposal or has expressed reservations about it and no clear consensus has emerged.
- b. a Board member who is present requests that a vote be taken and this is supported by at least one other Board member.

- c. the Chair feels that a vote is appropriate.
30. If a vote is taken, the number voting for, against and any abstentions shall be recorded in the minutes. The Chair will cast their vote at the same time as the Board. Voting shall normally take place by a show of hands or such other means of assent or dissent as the Chair deems appropriate.
31. In the event of an equality of votes, the Chair shall have a second and casting vote. The decision will be carried by a simple majority. The Chair's ruling as to the outcome of such a vote shall be final.

Deferral of decision

32. Any Board member may propose to defer a decision on an agenda item in order that the Board can be provided with additional information to support the taking of that decision, or for any other reason. If this is agreed, the decision to defer the taking of the decision, together with the reason for doing so, will be recorded in the minutes of the meeting together with a proposed timescale for returning the matter to the Board for consideration.
33. A deferred decision may be taken through postal or email correspondence outside of the Board meeting, where this is agreed in the meeting.
34. All deferred decisions taken between Board meetings will be reported on and reflected in the minutes of the Board meeting subsequent to the decision being taken.

Urgency

35. During the course of IfATE's business, matters may arise between scheduled Board meetings that require urgent Board approval or discussion and cannot be postponed until the next convened Board meeting. Where decisions that would ordinarily be taken at Board meetings have to be made on an urgent basis they may be taken by the Chair, in consultation with the Chief Executive. A decision taken under this provision will be reported at the next Board meeting together with an explanation of the reasons for urgency. The decision will be recorded in the minutes of the Board meeting to which it is reported.
36. If the Chair and the Chief Executive, consider the urgent decision to be of a significant nature they will request the Board Secretary to arrange for the matter to be decided or discussed via correspondence or at an emergency Board meeting. The Board Secretary will be instructed to convene such a meeting.
37. In the case of an urgent decision made by correspondence, in order for a recommendation to be approved:
- a. response must be received from at least four Board members appointed at that time.
 - b. a majority of the responses received must be in favour of the recommendation.
38. The procedure for taking urgent decisions by correspondence is at Annex B2 of this document.

39. If the Chair is unavailable, then the views of the Deputy Chair will be sought on the matter. Similarly, if the Chief Executive is unavailable then the views of the member of the Executive nominated as acting Chief Executive, normally the Delivery Director and/or the Strategy Director (as appropriate), will be sought in their absence.

Governance and records

40. Any point of order alleging a breach of these procedure rules shall be heard immediately. The Chair's ruling on the point of order shall be final.

41. The Board Secretary or their representative will be present at meetings of the Board and any meetings of a Committee or Sub-Committee of the Board to advise and record any decisions made. If the Board Secretary or their representative is not present, no decision will be deemed to have been taken. The Chief Executive or the Chair will agree any representative of the Board Secretary.

42. The Board Secretary shall be responsible for ensuring that the minutes of the meeting, including a record of any resolution passed by the Board and any Committee or Sub-Committee, are retained. The Chair (or in the Chair's absence the Deputy Chair or Board member acting in this capacity) will be asked to agree the minutes before they are presented to the Board for approval at the next Board meeting; once approved the minutes will be signed by the Chair.

43. Once approved by the Board the minutes will be published on IfATE's website. At the end of each meeting the Board will be asked to confirm that the minutes may be published; any material considered to be confidential will be redacted before publication.

Reserved matters

44. These matters are set out in Annex C and are reserved to the Board for decision. This does not preclude other matters being referred to the Board for decision.

45. Where it is a matter of judgement as to whether a matter is reserved to the Board or not the Chair in consultation with the Chief Executive (or in the absence of the Chair the Deputy Chair) will determine whether the matter is reserved to the Board and should be referred to the Board.

Code of Conduct

46. Board members will comply with the Code of Conduct set out at Annex B1 at all times.

Application of Board procedure rules to Committees and Sub-Committees

47. These rules, where they can be appropriately applied, apply to all meetings of the Board, its Committees and Sub-Committees. These rules of procedure will not apply where the specific rules of procedure for the Committee or Sub-Committee already make provision for the activity to be undertaken and/or procedure to be followed at meetings of that Committee or Sub-Committee.

Annex B1 - Code of conduct for members of the Board

Introduction

1. This document sets out a code of conduct for members of the Board (Code of Conduct). Board members must observe the Code of Conduct at all times and in particular whenever they conduct business of the Board or act as a representative of it. This document supplements the [Code of Conduct for Board Members of Public Bodies](#) which must also be observed.

Public service values

2. The Board will in its activities and actions at all times:
 - observe the highest standards of propriety through impartiality, integrity and objectivity in relation to the stewardship of public funds and the strategic leadership of IfATE
 - maximise value for money by ensuring that IfATE's functions are delivered in the most economical, efficient and effective way, within available resources and with independent validation of performance where appropriate
 - be accountable to Parliament for the activities of IfATE, its stewardship of public funds and the extent to which key performance targets and objectives have been met
 - carry out its functions transparently and to follow best practice
3. The Board endorses and abides by the principles of public life as set out by the Committee on Standards in Public Life (the Nolan Committee) as set out and reproduced at Appendix 1 to this Code of Conduct.

Relationship with government

4. Communications between the Board and Ministers/Parliament will normally be through the Chair and, as appropriate, the Chief Executive except where the Board has agreed that an individual Board member should act on its behalf. Nevertheless, individual members have the right of access to Ministers on any matter which they believe raises important issues relating to their duties as a Board member. In such cases the agreement of the rest of the Board should normally be sought.
5. The main point of contact between IfATE and the DfE, BEIS and any other government department on day-to-day matters will normally be the Chief Executive or other member of staff authorised to act on behalf of IfATE.

The role of the Chair

6. The Chair has particular responsibility for providing effective strategic leadership on matters such as:
 - leading the Board in developing a strategy for discharging its statutory duties
 - promoting the efficient and effective use of staff and other resources
 - being an effective representative of IfATE and its Board both internally and externally
 - encouraging high standards of propriety
 - ensuring that Board members are aware of their duties, rights and

- responsibilities and that a code of conduct for Board members is in place
 - providing for the induction, training, objectives and assessment of individual Board members and succession planning for the Board as a whole
 - acting as a point of contact between IfATE, Ministers, Parliament
 - working continuously to improve the performance of the Board
7. The Chair should ensure that the Board meets at regular intervals throughout the year, and that minutes of meetings accurately record decisions taken and, where appropriate, the views of individual Board members.

Corporate responsibilities

8. Members of the Board have a duty to ensure that public funds are properly safeguarded and that at all times the organisation conducts its operations as economically, efficiently and effectively as possible with full regard to relevant statutory provisions.
9. Other important responsibilities of Board members include:
- the discharge of IfATE's duties under the 2009 Act and all other relevant legislation
 - ensuring that high standards of corporate governance are observed at all times (see Appendix 2 – Six principles of good governance)
 - establishing the overall strategic direction for IfATE
 - ensuring that the Board operates within the limits of its statutory authority and in accordance with conditions relating to the use of public funds
 - overseeing the delivery of planned results by monitoring performance against agreed strategic objectives and targets

Responsibility to individual Board members

10. Individual Board members should also be aware of their wider responsibilities. These include the duty to comply at all times with this Code of Conduct (and any agreed modification to it) and with rules relating to the use of public funds; and to act in good faith and in the best interests of the organisation and its stakeholders. They should not use information gained in the course of their public service to promote their private interests. All Board members should ensure that they comply with rules on the acceptance of gifts and hospitality set out at Appendix 3 to this Code of Conduct and for dealing with conflicts of interest at Appendix 4. Board members, except where expressly agreed or provided for, should not disclose to outside parties any closed working papers of IfATE and its meetings.
11. Although any legal proceedings initiated by a third party are likely to be brought against IfATE as a corporate entity, in exceptional cases proceedings may be brought against the Chair or other individual Board members. However, individual Board members who act honestly, and in good faith and without negligence will not have to meet any personal civil liability (including costs) which is incurred in execution or purported execution of their Board duties. The government will indemnify Board members against claims in these circumstances.

Accountability to Parliament

12. IfATE is responsible for providing Parliament with such information as may be requested concerning its policy decisions and actions. The Chair and/or Chief

Executive will aim to respond positively to any request to appear before an elected body. Appearance before Parliamentary Select Committees is an essential element of demonstrating accountability.

Attendance at conferences and stakeholder events

13. All invitations to Board members to attend or speak at sector or stakeholder events should be referred to the Chief Executive or in their absence the Delivery Director for advice. Care will be taken to ensure that there is appropriate Board representation at events and that Board members are properly briefed in advance of attendance.

Exit restrictions

14. On termination of office Board members will return all property belonging to IfATE. The duty of confidentiality owed by Board members continues to apply after they have left office.

Application of Code to Committees and Sub-Committees

15. The rules set out in this Code of Conduct and its appendices, where they can be appropriately applied, apply to all members of Committees and Sub-Committees of the Board who are not members of the Board.

Appendix 1 – The seven principles of public life

The principles of public life apply to anyone who works as a public office holder. This includes all those who are elected or appointed to public office, nationally and locally, and all people appointed to work in the civil service, local government, the police, courts and probation services, NDPBs, and in the health, education, social and care services. All public office holders are both servants of the public and stewards of public resources. The principles also have application to all those in other sectors delivering public services.

Selflessness

Holders of public office should act solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Appendix 2 – Six principles of good governance

1. Good governance means focusing on the organisation's purpose and on outcomes for citizens and service users:

- being clear about the organisation's purpose and its intended outcomes for citizens and service users
- making sure that users receive a high-quality service
- making sure that taxpayers receive value for money

2. Good governance means performing efficiently in clearly defined functions and roles:

- being clear about the functions of the governing body
- being clear about the responsibilities of non-executives and the Executive, and making sure those responsibilities are carried out
- being clear about relationships between governors and the public

3. Good governance means promoting values for the whole organisation and demonstrating the values of good governance through behaviour:

- putting organisational values into practice
- individual governors behaving in ways that uphold and exemplify good governance

4. Good governance means taking informed, transparent decisions and managing risk:

- being rigorous and transparent about how decisions are taken
- having and using good-quality information, advice and support
- making sure that an effective risk management system is in operation

5. Good governance means developing the capacity and capability of the governing body to be effective:

- making sure that appointed and elected governors have the skills, knowledge and experience they need to perform well
- developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group
- striking a balance, in the membership of the governing body, between continuity and renewal

6. Good governance means engaging stakeholders and making accountability real:

- understanding formal and informal accountability relationships
- taking an active and planned approach to dialogue with an accountability to the public
- taking an active and planned approach to responsibility to staff
- engaging effectively with institutional stakeholders

Appendix 3 – Procedure for the acceptance of gifts and hospitality

1. Board members are expected to observe a high standard of personal integrity. In all cases where a gift, reward or item of hospitality is offered, accepted or declined, Board members must advise the Board Secretary in order that the matter may be included in the Register of Gifts and Hospitality. Hospitality accepted should be in the interests of IfATE and help further its objectives.

2. The guiding principles governing the acceptance of gifts and hospitality are that:

- the conduct of Board members should not foster suspicion of any conflict between their official duties and personal interests or advantage
- Board members should not accept a gift, reward or hospitality which would or might:
 - appear to place them under any obligation to the giver
 - compromise their impartiality
 - be improper
 - be more frequent or regular than would be regarded as normal or reasonable, taking into account the nature and value of the item

3. Any hospitality accepted should not be over-frequent or over-generous. Accepting hospitality frequently from the same organisation could lead to a perception that IfATE is being influenced by the objectives of that organisation.

4. Any hospitality accepted should not appear lavish or disproportionate to the nature of the relationship IfATE has with the provider. If the Board member is in any doubt about the propriety of accepting a gift, reward or hospitality then it should be refused.

5. The principles set out above are not intended to stop Board members from accepting for example:

- an isolated gift of a trivial nature such as a diary or calendar
- the occasional meal during the course of an official visit
- tickets to cultural or social events if attendance is justifiable in the interests of IfATE, for example where IfATE has membership of or is affiliated to another organisation and is invited to attend its annual dinner

6. A distinction should be made between items offered as hospitality and those offered in substitution of fees for speeches or lectures or other work carried out in an official capacity. Offers of this kind may be accepted where reasonable and proportionate; if a Board member is in any doubt if such hospitality is reasonable and proportionate they should seek the guidance of the Chair and/or Board Secretary.

7. The Register of Gifts and Hospitality will be made available on request.

Appendix 4 - Rules for dealing with conflicts of interest

1. All Board members must declare any personal or business interests which may conflict with their responsibilities as members of the Board.

Register of interests

2. The Board Secretary shall maintain a Register of Board members' disclosable

interests which shall be a public document and shall be reviewed from time to time to ensure that it remains accurate and up to date. The Register will be published on the [IfATE website](#). The purpose of the Register is to ensure transparency in relation to any interests of Board members, or of their spouses, partners and dependent children, that have the potential, or might be perceived as having the potential, to give rise to a conflict of interest.

3. For each Board member the Register must contain details of any of the following held or carried by that Board member, their partner, or immediate family:
 - a. employment details for the Board member including directorships and membership of directing bodies.
 - b. details of any contracts to which the Board member is party and which will result in remuneration or receipt of grant.
 - c. names of any organisations in which the Board member has a significant shareholding or other financial interest.
 - d. details of any membership by the Board member of a professional body, subject association, trade union or political party.
 - e. details of any membership or involvement by the member with any Trailblazer Group/s.
 - f. details of any involvement in developing T Level outline content or membership of a T Level panel.
 - g. details of any links to apprenticeship providers, training providers or assessment providers, whether through the organisation directly, their sub-contractors or any direct relationship with members of that organisation.
 - h. details of any links to awarding body organisations.
 - i. any other interests that the Board member believes should be brought to the attention of IfATE.
4. It is the duty of each Board member to declare to the Board Secretary any matter that is required to be included on the Register. If a Board member is in doubt as to whether a particular matter should be declared, they should declare it.
5. A Board member shall make a declaration of interests for the purposes of the Register immediately on taking up appointment as a Board member, and shall subsequently declare any new matter that is required to be included on the Register as soon as possible after it arises.
6. Board members may be required at any time to confirm to the Board Secretary that their current entries on the Register are accurate and up to date and the Board Secretary will ask them to do so at least once in every year. Each Board member must sign a form to confirm the accuracy of their entry on the Register if requested to do so by the Board Secretary .

Declaration of conflicts of interest at meetings of the Board

7. Before any item is discussed at a Board Meeting each Board member must disclose any conflict of interest that they believe may arise in relation to that item. If a Board member is in any doubt as to whether a particular matter constitutes a conflict of interest that should be disclosed, they should disclose it.
8. The Chair (or, in the absence of the Chair, the Deputy Chair or other member acting in that capacity for the meeting in question) will decide if a matter disclosed by a Board member amounts to a significant conflict of interest that would prevent that Board member from participating in the discussion of the item under discussion. They may take advice from Board Secretary and/or General Counsel in deciding this.
9. Where the Chair (or, in the absence of the Chair, the Deputy Chair or other member acting in that capacity for the meeting in question) decides that any Board member does have a conflict of interest and that interest is of such significance that the member should not participate in the item under discussion, that member should withdraw from the meeting.

Annex B2 – Procedures for conducting urgent business by correspondence

1. The Board Secretary will manage the process for conducting urgent business by correspondence set out below:
 - a. Papers will be produced for all items of urgent business by correspondence clearly setting out the recommendations to the Board and options considered together with any supporting analysis necessary.
 - b. The Board Secretary will agree with the report author and the Chair a timeline for a decision to be taken. This will include sufficient time for the Board to read the report, seek clarification on the issues raised and to confirm the Board's decision on the recommendations in the report.
 - c. The Board Secretary will circulate the report to the Board electronically. Questions or points of clarification should be directed to the Board Secretary who will arrange for a response to be drafted and circulated to all Board members in line with the agreed timeline.
 - d. Board members should confirm their decision on the recommendations in the report by the deadline indicated in the timeline. Once this deadline has passed the Board Secretary will confirm to the Board and report author the decision of the Board.
 - e. In order for a recommendation to be approved:
 - a response must be received from at least four Board members.
 - a majority of the responses received must be in favour of the recommendation.

Annex C – Matters reserved to the Board

The following matters are reserved to the Board for decision:

- 1. IfATE policy and strategy**
 - 1.1. Approval of IfATE’s strategy and forward programme of work.
 - 1.2. Approval of major items of IfATE policy and associated criteria that raise new issues of principle.
 - 1.3. Approval of IfATE’s communications strategy.
 - 1.4. Matters of strategic importance requiring public consultation and decisions arising from that consultation.
 - 1.5. [Approval of IfATE’s response to any significant external consultation of strategic importance to IfATE.]
- 2. Organisational issues**
 - 2.1. Oversight of substantive issues impacting the organisation.
- 3. Management issues**
 - 3.1. Approval of major changes to IfATE’s structure.
 - 3.2. Determining the reward strategy for IfATE, including those performing services to IfATE.
 - 3.3. Oversight of the capability/capacity of IfATE to meet its statutory functions.
 - 3.4. General oversight of the discharge by the Executive of IfATE’s business.
- 4. Finance Reporting and controls**
 - 4.1. Approval of the annual report and accounts, including readiness to lay before Parliament.
 - 4.2. Review of performance against IfATE’s strategy, objectives, business plan and budget to ensure any corrective action is taken.
- 5. Board membership and other appointments**
 - 5.1. [Appointment or removal of the Deputy Chair if the Board determines that this appointment is necessary.]
 - 5.2. Appointment to or removal from Committees, including identification of the Chair and the payment of such remuneration and allowances to any person who is a member of a Committee or Sub-Committee but who is not a Board member or a member of IfATE staff.
- 6. Delegation of authority**
 - 6.1. Approval of terms of reference of Board Committees [and Sub-Committees].
 - 6.2. Approval of any delegation from the Board in accordance with IfATE’s Governance Framework and the variation or rescinding of any such delegation.
- 7. Governance**
 - 7.1. Undertaking regular reviews of the performance and effectiveness of the Board and Committees.
 - 7.2. Review and approval of the Governance Framework, other than technical changes which may be signed off by the Chair.
 - 7.3. Approval and review of this schedule of matters reserved for Board decision.
- 8. Statutory**
 - 8.1. Anything that is by law reserved to the Board.

Annex D – Permanently established Committees and Advisory Panels

Introduction

1. The Board has established four committees:
 - Approvals Policy and Assurance Committee.
 - Audit and Risk Assurance Committee.
 - Equity, Diversity and Inclusion Committee.
 - Remuneration Committee.

2. The Board will also engage with other key industry participants through advisory panels and groups which will provide insight to and engagement with the Board. These advisory panels and groups will not be formal Committees and will not operate any delegated functions:
 - Trailblazer Reference Panel.
 - Apprentices Panel.
 - Green Apprenticeships Panel.
 - Quality Alliance.
 - Assessment Panel
 - Route Chairs' Panel.

3. The terms of reference for each of these Committees and Advisory Panels are appended to this document.

Annex D1 – Terms of Reference for Board Committees

Approvals Policy and Assurance Committee (APAC)

Purpose

1. The Board has established the Approvals Policy and Assurance Committee (APAC) as a Committee of the Board (the 'Committee') to monitor, advise and make recommendations to the Board and the Accounting Officer (Chief Executive) in respect of: the development and application of the operating parameters governing IfATE's approval processes for its apprenticeships and technical qualifications and their application; the performance of the technical qualifications and apprenticeships approved by IfATE; and the continuous improvement of IfATE's approval activities for technical qualifications and apprenticeships. The Committee will also have oversight of the criteria that govern the quality of approvals, assessment and funding activities for apprenticeships and technical qualifications.
2. In its considerations and recommendations, the Committee will consider IfATE's approval processes, assessment-related activities for technical qualifications and apprenticeships, and funding recommendations for apprenticeships.
3. The Committee will have due regard to (among other things): economic and employer priorities and ambition; quality; the delivery of an integrated skills system; and promoting cross-sector working; and outcomes for learners in its work.
4. Through its assurance activities, the Committee will have regard to IfATE's statutory responsibilities, including the oversight of External Quality Assurance.
5. The work of the Committee will be supported by a number of specialist advisory Panels (Panels). The Committee will work closely with these Panels, both to support the work of the Committee and as a forum to which the Panels can bring issues.

Membership

6. The Committee will consist of at least 5 non-executive Board Members amongst which there will be a strong employer representation.
7. The Committee will be chaired by one of the non-executive Board Members, appointed by the Board Chair. In the absence of the Committee Chair, the Committee Chair will nominate another member of the Committee to chair the meeting.

Attendance

Current Members	Executive Sponsor	Other Attendees
Kate Barclay (Chair) Malcolm Press Bev Robinson Jessica Leigh-Jones Neil Morrison	Delivery Director	Strategy Director Relevant Deputy Directors (as necessary)

8. Committee meetings will normally be attended by the Executive Sponsor (or their nominated deputy), Strategy Director and relevant Deputy Directors.
9. The Committee may ask any other person, including officials of the organisation and advisory Panel members, to attend to assist it with its discussions on any particular matter. Panels may also request that they be permitted to present issues to the Committee where the Committee feels it is warranted.
10. The Committee may ask the Executive to invite significantly relevant bodies (such as Ofsted, Ofqual, Quality Assurance Agency for Higher Education, Education and Skills Funding Agency, Department for Education, Office for Students, end point assessment organisations, Ministers or other organisations) to attend meetings from time to time in pursuance of its purpose.
11. The Committee may ask all or any of those who normally attend but who are not members to withdraw to facilitate open and frank discussion of particular matters, especially where there is a potential or actual conflict of interest.

Accountability and Reporting

12. The Committee Chair will provide an update report to IfATE Board at each Board Meeting.
13. The Committee will refer recommendations on substantive issues to IfATE Board for its consideration.
14. The Committee may provide IfATE Board and Chief Executive with an Annual Report, timed to support finalisation of the accounts and the Governance Statement,

summarising its conclusions from the work it has done during the year.

Secretary

15. The Committee will have access to sufficient resources in order to carry out its duties including access to IfATE's Legal and Governance Division.

Quorum

16. A minimum of 3 members of the Committee (all of which must be non-executive board members) will be present for the meeting to be deemed quorate.

Frequency of meetings

17. The Committee will normally meet 6 times a year. The Committee Chair may convene additional meetings, as they deem necessary.
18. The Board (or Chief Executive in their capacity as Accounting Officer) may ask the Committee to convene additional meetings to discuss particular issues on which they require the Committee's advice.

Responsibilities

19. The Committee will advise IfATE Board and Chief Executive, reviewing and - where necessary - challenging:
 - the criteria that govern all aspects of approvals, assessment and funding activities for apprenticeships and technical qualifications;
 - the impact and integrity of IfATE's products, notably that they are high quality, meet employers' priorities, serve the needs of learners and are coherent;
 - the approvals process and related policies for IfATE's products, ensuring fitness for purpose and assurance that relevant processes and policies are being followed;
 - areas of interest to the Committee, related to IfATE's approval activities; and
 - the Committee will also review its own effectiveness regularly and report the results of that review to the Board.

Information Requirements

20. At least 7 days in advance of each meeting, the Committee will be provided with the following to inform the determination of its activities and focus:
 - a progress report summarising all technical qualification and apprenticeship activity;
 - a data pack summarising approvals across apprenticeships, T Levels and Higher Technical Qualifications and other qualifications approved by IfATE from the prior quarter;

- reports on thematic reviews at a system and route level prescribed by the committee;
- management assurance reports including deep dives and audits and reviews; and
- such other information as may be necessary for the Committee to discharge its functions.

21. The Committee will commission and be provided with other reports at its request, including reports from the supporting Panels. Panels which may support the work of the Committee, include: Assessment Panel; Green Apprenticeships Panel; Trailblazer Panel; Route Panel Chairs; and the Apprentices Panel. The Committee may request that the Executive forms additional Panels as required.

Other

22. The Committee will:

- be provided with appropriate and timely training, both in the form of an induction programme for new members and on an ongoing basis for all members;
- oversee any activities which are within its terms of reference;
- work and liaise as necessary with all other IfATE Board committees;
- ensure that a periodic evaluation of the Committee's performance is carried out; and
- at least annually, review its terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board for approval.

Date: April 2022

Review Due by Date: April 2023

END

Audit and Risk Assurance Committee

Purpose

1. The Board has established the Audit and Risk Assurance Committee (ARAC) as a Committee of the Board (the 'Committee') to support the Board and the Accounting Officer (Chief Executive) with their responsibilities relating to control, governance and risk management.

Membership

2. The Committee will consist of 2 non-Executive Board Members and representatives.
3. The Chair will be one of the non-executive Board Members.
4. The Board Chair will nominate the Committee Chair. In the absence of the Chair, the Chair will nominate another member of the Committee to chair the meeting.
5. The Committee must co-opt up to 2 external members who are independent of IfATE.

Attendance

Current Members	Executive Sponsor	Other Attendees
Peter Estlin	CFO	GIAA Representative
Fiona Kendrick		NAO Representative
Martin Doel (independent)		

6. Committee meetings will normally be attended by the Chief Executive, the Executive Sponsor (or their nominated deputy), Strategy Director, relevant Deputy Directors and representatives from the Government Internal Audit Agency (GIAA) and National Audit Office (NAO)
7. The Committee may ask any other person, including officials of the organisation and advisory Panel members, to attend to assist it with its discussions on any particular matter. Panels may also present issues to the Committee where they feel it is warranted.
8. The Committee may ask all or any of those who normally attend but who are not members to withdraw to facilitate open and frank discussion of particular matters, especially where there is a potential or actual conflict of interest.

Accountability and Reporting

9. The Committee Chair will provide an update report to IfATE Board at each Board Meeting.
10. The Committee will refer recommendations on substantive issues to IfATE Board for its consideration.
11. The Committee may provide IfATE Board and Chief Executive with an Annual Report, timed to support finalisation of the accounts and the Governance Statement, summarising its conclusions from the work it has done during the year.

Secretary

12. The Committee will have access to sufficient resources in order to carry out its duties including access to IfATE's Legal and Governance Division.

Quorum

13. A minimum of 2 members of the Committee will be present (one of which must be a non-executive Board Member) for the meeting to be deemed quorate.

Frequency of meetings

14. The Committee will meet 4 times a year. The Committee Chair may convene additional meetings, as they deem necessary.
15. The Board (or Chief Executive in their capacity as Accounting Officer) may ask the Committee to convene additional meetings to discuss particular issues on which they want the Committee's advice.

Responsibilities

16. The Committee will discuss and provide scrutiny and challenge on:
 - Annual plans for risk analysis;
 - Risk assurance on specific projects and areas of the business as usual activity;
 - Annual plans for the Government Internal Audit Agency and any significant adjustments resulting from the audit;
 - IfATE's annual report and accounts, including any significant adjustments to these following audit;
 - Accounting policies and practices, and any changes in them;
 - Compliance with Government accounting standards;

- Arrangements for the prevention of fraud, error and overpayments and any other issues concerning regularity and propriety that the Committee feels should be drawn to the attention of the Accounting Officer; and
- Whistleblowing policies and arrangements.

Information Requirements

17. For each meeting the Committee will be provided with:

- A report from GIAA;
- A report from the NAO; and
- A report from the Chief Financial Officer.

18. As and when appropriate the Committee will also be provided with other reports such as:

- External Quality Assurance annual report.

Other

19. The Committee will:

- be provided with appropriate and timely training, both in the form of an induction programme for new members and on an ongoing basis for all members;
- oversee any investigation of activities which are within its terms of reference;
- work and liaise as necessary with all other IfATE Board committees;
- ensure that a periodic evaluation of the Committee's performance is carried out; and
- at least annually, review its constitution and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board for approval.

Date: April 2022

Review Due by Date: April 2023

END

Equity, Diversity and Inclusion Committee Purpose

1. The Board has established the Equity, Diversity and Inclusion (EDI) Committee as a Committee of the Board (the 'Committee') to support the Board and the Accounting Officer (Chief Executive) in discharging their responsibilities for matters relating to EDI.
2. The Committee will review, challenge and provide expertise in fulfilling the Board's ambition to:
 - Embed EDI as a mainstream of all IfATE business and internal operations; and,
 - Influence the wider apprenticeship and technical skills landscape to maintain equity, diversity and inclusion

Membership

3. The Committee will consist of 4 non-executive Board members.
4. The Committee will be chaired by one of the non-executive Board Members, appointed by the Board Chair. In the absence of the Committee Chair, the Committee Chair will nominate another member of the Committee to chair the meeting.

Attendance

Current Members

Robin Millar (Chair)

John Cope

Jessica Leigh-Jones

Dayle Bayliss

Executive Sponsor

Strategy Director

Other Attendees

Delivery Director

5. Committee meetings will normally be attended by the Executive Sponsor (or their nominated deputy) and the Delivery Director.
6. The Committee may ask any other officials of the organisation to attend to assist it with its discussions on any particular matter.
7. The Committee may ask all or any of those who normally attend but who are not members to withdraw to facilitate open and frank discussion of particular matters, especially where there is a potential or actual conflict of interest.

Accountability and Reporting

8. The Committee Chair will report the outcomes to the next Board meeting after each meeting.
9. The Committee may provide IfATE Board and Chief Executive with an Annual Report, timed to support finalisation of the accounts and the Governance Statement, summarising its conclusions from the work it has done during the year.

Secretary

10. The Committee will have access to sufficient resources in order to carry out its duties including access to IfATE's Legal and Governance Division.

Quorum

11. A minimum of 2 members of the Committee (both of which must be non-executive board members) will be present for the meeting to be deemed quorate.

Frequency of meetings

12. The Committee will meet at least 4 times a year. The Committee Chair may convene additional meetings, as they deem necessary.
13. The Board (or Chief Executive in their capacity as Accounting Officer) may ask the Committee to convene further meetings to discuss particular issues on which they want the Committee's advice.

Responsibilities

The Committee will advise IfATE Board and Chief Executive, reviewing and – where necessary – challenging:

- The progress against IfATE's three core EDI objectives:

Objective 1: Our People

To continue to support and facilitate equity, diversity and inclusion, through IfATE's culture, practices and networks and embed EDI principles in all internal business, including recruitment and talent management.

Objective 2: Our Products

To research, develop and deliver actions for the near and medium term to improve EDI in IfATE's operations and accessibility of outputs, ensuring that bodies such as our route panels and trailblazers have EDI principles built into their agendas.

Objectives 3: Our Policy and Partnerships

To proactively engage with key partners to agree longer-term policy and guidance to improve opportunities for all through the delivery of apprenticeships and technical education.

In doing so, the Committee will:

- Review and inform IfATE's internal Diversity and Inclusion Strategy led by HR (with input from the staff Diversity and Inclusion Network);
- Review and inform the work to embed an EDI framework within IfATE's operational processes and decision-making to ensure that our approved standards and products demonstrate a commitment to accessibility;
- Review and inform the effectiveness of IfATE's EDI engagement activity and diversity of inputs;
- Review the outcomes of EDI data scrutiny and evidence strategies and inform inferred action planning;
- The Committee will also review its own effectiveness regularly and report the results of that review to the Board.

Information Requirements

14. For each meeting the Committee will be provided with:
 - A progress report summarising updates and progress against IfATE's core EDI objectives;
 - A digest of external engagement and overview of sector activity;
 - A summary of the diversity of appointments made in the preceding quarter and EDI analysis;
 - A report on the diversity of IfATE's workforce as a whole (with comparators); and
 - Outputs and insights from quarterly thematic deep dives.
15. As and when appropriate the Committee may request information from IfATE Executive as required. This may include, but is not limited to:
 - Public Sector Equality Duty analyses conducted over the preceding quarter;
 - Management assurance reports.

Other

16. The Committee will:

- be provided with appropriate and timely training, both in the form of an induction programme for new members and on an ongoing basis for all members;
- oversee any investigation of activities which are within its terms of reference;
- work and liaise as necessary with all other IfATE Board committees;
- ensure that a periodic evaluation of the Committee's performance is carried out; and
- at least annually, review its constitution and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board for approval.

Date: April 2022

Review Due by Date: April 2023

END

Remuneration Committee

Purpose

1. The Board has established the Remuneration Committee as a Committee of the Board (the 'Committee') to establish and conduct a formal and transparent process for the remuneration packages for the Chief Executive Officer, along with independent members of Board Committees, Route Panel chairs and members and IfATE's senior civil servants.

Membership

2. The Committee will consist of at least 2, but no more than 4 Board members.
3. The Committee will be chaired by the Deputy Chair of IfATE's Board.
4. There will also be an external independent Committee member not from IfATE.

Attendance

Current Members

Ruby McGregor-Smith
Fiona Kendrick (Chair)
Jennifer Coupland
Martin Doel (independent)

Executive Sponsor

CEO

Other Attendees

A representative from the
HR Team

5. Committee meetings will normally be attended by the Executive Sponsor (or their nominated deputy) and a representative from the HR Department.
6. The Committee may ask any other officials of the organisation to attend to assist it with its discussions on any particular matter.
7. The Committee may ask all or any of those who normally attend but who are not members to withdraw to facilitate open and frank discussion of particular matters, especially where there is a potential or actual conflict of interest.

Accountability and Reporting

8. The Committee is accountable to IfATE's Board.

Secretary

9. The Committee will have access to sufficient resources in order to carry out its duties including access to IfATE's Legal and Governance Division.

Quorum

10. A minimum of 2 Board members (both of which must be non-executive board members)

will be present at the meeting for it to be deemed quorate.

Frequency of meetings

11. The Committee will meet at least 2 times a year. The Committee Chair may convene additional meetings, as they deem necessary.
12. The Board (or Chief Executive in their capacity as Accounting Officer) may ask the Committee to convene further meetings to discuss particular issues on which they want the Committee's advice.

Responsibilities

13. The Committee shall:
 - Review the ongoing appropriateness and relevance of the remuneration policy (within the flexibilities available); and
 - Have full authority to commission any reports or surveys which it deems necessary to help fulfil its obligations.
14. No Board member shall be involved in any decisions as to their own remuneration. The remuneration of the CEO is a matter for the Chair of the Board. The CEO will not be involved in any decisions on their own remuneration.
15. Human resources support will ensure that any provisions regarding any disclosure of information, for example within Annual Reports or other government requirements, are fulfilled.
16. The Committee will ensure that decisions on reward are fair and free from bias and that the outcomes work towards equal pay.

Information Requirements

17. For each meeting the Committee will be provided with:
 - Pay awards reports.

Other

18. The Committee will:
 - be provided with appropriate and timely training, both in the form of an induction programme for new members and on an ongoing basis for all members;
 - oversee any investigation of activities which are within its terms of reference;

- work and liaise as necessary with all other IfATE Board committees;
- ensure that a periodic evaluation of the Committee's performance is carried out; and
- at least annually, review its constitution and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board for approval.

Date: **April 2022**

Review Due by Date: **April 2023**

END

Annex D2 – Terms of Reference for Advisory Panels

Trailblazer Reference Panel

Purpose

1. The Board has established the Trailblazer Reference Panel (TRP) to make recommendations to the Approvals Process and Assurance Committee (APAC) and CEO for the improvement of IfATE's processes and products, notably apprenticeships, and to inform the assurance of IfATE's approvals processes. Trailblazers sponsor IfATE's occupational standards and apprenticeship standards.
2. The TRP has been established to represent the whole Trailblazer body. It is not expected that the Panel will deal with issues relating to a single or small minority of Trailblazers.

Membership

3. The TRP will consist of no more than 20 trailblazer group volunteers, drawn from across IfATE's Trailblazer Panels. The volunteers should also reflect the breadth of Trailblazer membership, including employers and training providers.
4. The TRP will be chaired by the Deputy Director, Portfolio and Partnerships.

Attendance

5. TRP meetings will normally be attended by a representative of the Policy and Strategy Team; a Route Panel Team Leader; and the Membership Team.
6. The TRP may ask any other officials of the organisation to attend to assist it with its discussions on any particular matter.
7. The TRP may ask all or any of those who normally attend but who are not members to withdraw to facilitate open and frank discussion of particular matters.

Accountability and Reporting

8. The TRP will report to the APAC and make recommendations for consideration by IfATE. From time to time the APAC may ask the TRP for input on particular issues and the TRP should raise issues of particular significance with the APAC when it feels this is necessary.
9. The TRP will make an annual report to the APAC and provide an update at the six-month

point, notably with regard to any assurance issues.

Secretary

10. The Secretariat for the TRP will be provided by the Portfolio and Partnerships Team.

Quorum

11. A minimum of 10 members will attend the meeting for it to be deemed quorate. This is not a formal requirement, but a recommended number.

Frequency of meetings

12. The TRP will meet at least 4 times a year. The TRP Chair may convene additional meetings as they deem them necessary or helpful.

Responsibilities

13. The TRP is responsible for:
 - Monitoring, collating and evidencing the opinions of Trailblazers with regard to the performance of IfATE's products (Apprenticeships and Technical Qualifications).
 - Providing Feedback through the TRP, with recommendations for improvement, as to how IfATE might institute change for the benefit of Trailblazers, employers more generally and learners.
 - Providing advice on the occupations that should be prioritised and also providing input to IfATE's insights arrangements where possible.
 - Being prepared to advocate for IfATE and its approach publicly.
 - Conducting reviews and investigations on the request of the APAC.
 - Providing feedback on the application of the APAC-approved criteria and guidance by the executive as part of the process assurance process.
 - Bringing matters of significance to the attention of the APAC and CEO.

Information Requirements

14. For each meeting the TRP will be provided with:
 - A summary of the apprenticeship and technical qualifications activity undertaken by IfATE.
 - An updated approvals process risk register.

Other

15. TRP members will:
 - be provided with an induction programme and on-going training as needed.
 - work and liaise as necessary with all other IfATE Board committees
 - at least annually, review its constitution and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the APAC

for approval.

Date: April 2022

Review Due by Date: April 2023

END

Apprentice Panel

Purpose

1. The Board has established the Apprentices Panel (AP) to receive feedback on the performance of apprenticeships in England and recommendations for their improvement, and particularly for those aspects for which IfATE has responsibility.
2. The AP will work closely with the Approvals Process and Assurance Committee (APAC), as well as IfATE's Stakeholder Management Team and Route Managers, and consider all aspects of the apprenticeship life-cycle from an Apprentice's perspective (Awareness, Selection, Participation, Outcomes).

Membership

3. The AP will consist of up to 20 members who are currently apprentices and be appointed to the Panel for 2 years.
4. AP members will have an affiliation to the particular route in order that they can specifically represent the views of apprentices employed in that area. All routes will be covered.
5. Appointment will be by public competition, including endorsement from the applicants' employer. AP membership will be in accordance with terms of appointment managed by the Membership Team.
6. The AP will not have a formal chair. All members of the AP will be equal in terms of influence and voice. For practical purposes Panel meetings will be sponsored and facilitated by a senior IfATE official, who will usually be the Deputy Director of the Portfolio and Partnerships Team.

Attendance

7. AP meetings will normally be attended by sponsoring senior IfATE officials and the secretary.
8. The AP may ask any other officials of the organisation to attend to assist it with its discussions on any particular matter.
9. The AP may ask all or any of those who normally attend but who are not members to withdraw to facilitate open and frank discussion of particular matters.

Accountability and Reporting

10. The AP will report to the APAC, normally twice a year. The content and focus of the report will be determined by the Panel, but should include:
 - An assessment of the general sense of apprentice satisfaction.
 - Recommendations for improvement.
11. From time to time, the APAC may commission the AP to report on specific interests and the Panel should raise any issues of significance with the APAC as required

Secretary

12. The AP will have sufficient resources in order to carry out its duties IfATE will provide secretarial support to the AP. This will be provided by one of IfATE's apprentices or a former apprentice.

Quorum

13. No minimum number of members need to be present for the meeting to be deemed quorate. It is expected that members will attend meetings in person where possible. Members who fail to attend more than three meetings in a row may be deselected.

Frequency of meetings

14. The AP will usually meet 6 times a year, on the first Wednesday of every other month, starting in January. A calendar of meetings will be circulated by IfATE at least 6 months in advance so that members can make arrangements to attend. Meetings may be held at IfATE's offices or anywhere else, including the workplaces of apprentices, where possible.
15. The sponsoring official may convene additional meetings, as they deem necessary, including at the request of Panel members.

Responsibilities

16. The AP is responsible for providing advice and recommendations for improvement as follows:
 - Establish route-based networks of current apprentices and promote awareness of the work and responsibilities of the Panel as an avenue for reporting experiences and instigating change.

- Provide research-informed insights about the views, concerns and attitudes of apprentices about their apprenticeships.
- Within resources, respond to particular requests by surveying apprentices across the full breadth of routes and collate, analyse and report survey data to IfATE officials, Route Panels, IfATE Board, the Quality Alliance and members of the Government.
- Advise politicians or officials and provide insights and advice about the future of the apprenticeship programme, within resources.
- Assist Route Managers in the curation of their routes by providing evidenced feedback and recommendations concerning the route to which affiliated.
- Participate, where able, in other discussions about the technical education system of England as may be deemed necessary, either by IfATE or by the AP itself.
- Assist with the promotion of IfATE's work on Apprenticeships

Information Requirements

17. For each meeting the AP will be provided with:

- Details of participation and apprenticeship performance.
- IfATE's risk register.

Other

18. AP members will:

- be provided with appropriate and timely training, both in the form of an induction programme for new members and on an ongoing basis for all members
- Be provided with a testimonial by the sponsoring officer on the successful completion of their term of office
- work and liaise as necessary with all other IfATE Board committees
- at least annually, review its constitution and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board for approval.

Date: April 2022

Review Due by Date: April 2023

END

Green Apprenticeships Panel

Purpose

1. The Board has established the Green Advisory Panel (GAP) to provide access to expert, leading-edge, independent expertise to provide IfATE with the knowledge and challenge needed to deliver IfATE's green vision to contribute to the Government's net zero ambition for 2 million new jobs by 2030 by supporting and influencing employers to create, endorse and engage with apprenticeships and technical education qualifications that are green.
2. The GAP will consider the content and coverage of Occupational Standards as well as how they are reflected in apprenticeships and technical qualifications, focusing on making recommendations as to:
 - where green occupations exist or are emerging for which there are no suitable occupational standards or products currently in place.
 - where existing occupational standards or products could be amended to better support green occupations.
3. The GAP will also monitor, advise and challenge IfATE's overall strategy on green skills as well as the organisation's sustainability behaviours and practices.
4. The GAP's work will be conducted in parallel with the work being led by the Department for Education and the Department of Business, Energy and Industrial Strategy (BEIS) on the Green Jobs Delivery Group. The aim of both pieces of work is to help develop the skills needed to support emerging occupations and industries retooling themselves to meet the challenges and opportunities of a greener economy.
5. The GAP will work closely with the Approvals Process and Assurance Committee (APAC), as well as IfATE's Delivery and Policy teams. The GAP's work will be supplemented by a Green Advisory Community, from which specific advice will be made available to trailblazers or awarding organisations in support of the delivery of the GAP's recommendations.

Membership

6. The GAP will consist of between a minimum of 8 and maximum of 14 members, including the chair and vice chair. Changes to the size and structure of the GAP will only be made with the agreement of IfATE's sponsoring Deputy Director.

7. IfATE staff and relevant officials from other government departments may regularly attend panel meetings but will not be panel members. Other employers with expertise in a relevant issue may attend panel meetings by invitation but will not be panel members.
8. GAP members will be appointed through public competition on account of their knowledge of Green issues and policy. A terms of appointment contract for GAP members will be controlled by IfATE Membership Office. Members will be appointed on application and serve for 2 years and may be re-appointed for up to a further 2 on the recommendation of the CEO. The CEO will appoint the Chair of the GAP.

Attendance

9. GAP meetings will normally be attended by the sponsoring Deputy Director and other members of IfATE executive.
10. The Chair may also invite other officials, trailblazer groups, a member or members of the Green Advisory Community or another relevant individual to panel meetings if this would aid the panel's discussion of a particular issue, but not as GAP members.
11. The GAP may ask all or any of those who normally attend but who are not members to withdraw to facilitate open and frank discussion of particular matters.

Accountability and Reporting

12. The GAP will be sponsored by the APAC and make an annual report to the APAC, which must include an assessment of the coverage, effectiveness and impact of IfATE's assessment activities, including apprenticeships, technical qualifications and the Quality Alliance.

Secretary

13. The GAP will have access to sufficient resources in order to carry out its duties including secretariat support. This will be provided from the team led by the sponsoring Deputy Director, who will normally be the lead of the Engineering, Construction and Transport Team.

Quorum

14. A minimum of 8 members will need to attend a meeting for it to be deemed quorate. GAP members may attend meetings in person or via video/phone link. No substitute, observer

or person being inducted as an incoming member of the panel counts towards the quorum.

Frequency of meetings

15. The GAP will meet up to 6 times a year. Meetings will last for a maximum of two hours. Frequency of meetings may be subject to change by agreement with the chair.
16. The GAP Chair may call additional meetings or request cancellation of a meeting, in discussion with IfATE, if there is additional/insufficient business or insufficient attendance to meet the quorum requirement.

Responsibilities

17. The GAP is responsible for:
 - linking in with the government's Green Jobs Delivery Group to ensure the work of the panel complements and builds on wider employer-led efforts to skill the nation for the green agenda
 - providing expert advice on the occupations that will be required in the priority sectors set out in the Prime Minister's 10 Point plan[1] to deliver the UK's net-zero targets.
 - reviewing IfATE's apprenticeship and technical qualifications and identifying prioritised skills recommendations as to that which will be key to the delivery of the-net zero targets, but are not yet represented
 - reviewing IfATE's apprenticeships and technical qualifications to identifying prioritised recommendations as to where they could be amended to better support emerging occupations that are key to the delivery of net-zero targets
 - Working with and monitoring IfATE's Green Advisory Community[2] to ensure that the necessary advice can be made available to trailblazers, route panels, providers and awarding organisations in support of the implementation of GAP recommendations.
 - Monitoring IfATE's environmental footprint and practices and making recommendations as to best practice
 - Supporting IfATE to identify new employers to sit on trailblazer groups and route panels where relevant, and to advocate for the role of apprenticeships in the green agenda.
 - Overseeing plans to implement the panel's recommendations and monitoring their success and impact – reporting findings at least annually to the APAC.
 - Conducting reviews and investigations on the request of the APAC.
 - Actively advocate for the work of IfATE on the Green Agenda.
 - Bringing matters of significance to the attention of the APAC and CEO.

Information Requirements

18. For each meeting the GAP will be provided with:
- Details of Green-related activity and an outcome summary for apprenticeships and technical qualifications
 - Statistics against specified performance outcomes, including with regard to IfATE's green footprint.
 - An updated Green risk register.

Other

19. The GAP will:
- be provided with appropriate and timely training, both in the form of an induction programme for new members and on an ongoing basis for all members
 - work and liaise as necessary with all other IfATE Board committees
 - at least annually, review its constitution and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the APAC for approval.

Date: April 2022

Review Due by Date: April 2023

END

Quality Alliance

1. Purpose

The purpose of the Quality Alliance is to be a vehicle for collaboration and coordination between the bodies with responsibilities for aspects of quality of apprenticeships and technical education and their respective systems, building effective co-ordination to improve quality.

2. Responsibilities

To advise on:

- Development and implementation of strategy and policies to achieve quality in apprenticeships and technical education [and for the underpinning systems]
- How we best monitor, and evidence impact and use this data and evaluation to inform continuous improvement

The Quality Alliance will work together collaboratively and constructively to identify and address quality issues as necessary. The work of the Alliance will be reported to IfATE's Board, Quality Assurance Committee and the ESFA's Quality Board. Alliance members will report to their own Boards as appropriate.

3. Membership

The meeting will be co-chaired by:

- Institute for Apprenticeships & Technical Education (CEO)
- Education and Skills Funding Agency (Apprenticeships Director)

The Chief Executives or their named nominees from:

- Ofsted
- Ofqual
- Office for Students
- Quality Assurance Agency
- The Association of Employment and Learning Providers
- The Association of Colleges
- Universities UK
- The Federation of Awarding Bodies
- WorldSkills UK
- *University Vocational Awards Council (Proposed addition)*
- *HOLEX (Proposed addition)*

4. Meetings

The Alliance will meet bi-monthly and may create working or task groups as necessary.

Alliance members will also work together collaboratively on specific issues and in varying groupings.

IfATE will provide the secretariat function.

5. Confidentiality and Public Communication

Discussions at the Quality Alliance will be confidential. An annual statement of activity and impact, approved by members, will be published on IfATE's website. Where partners issue their own communications about the Alliance's work this will be cleared with all members of the Alliance first.

Date: April 2022

Review Due by Date: April 2023

END

Assessment Panel

Purpose

1. The Board has established the Assessment Panel (AP) to provide access to expert, leading-edge, independent expertise as a means of ensuring that IfATE's products (apprenticeships and technical qualifications) are high quality, meet the assessment needs of employers, embody best assessment practice and are sustained through a culture of continuous improvement.
2. The AP will work closely with the Approvals Policy and Assurance Committee (APAC), as well as IfATE's Assessment and Assurance Community of Practice and those that undertake quality-related activities on behalf of IfATE. Its activities will be restricted to IfATE's areas of responsibility, unless specifically asked to do otherwise by the APAC or Chief Executive.
3. The AP will embrace all apprenticeships and technical qualifications. It will also consider all aspects of the product lifecycle (identification of need/demand, design and development, formal approval, delivery, results compilation, awarding and certification, and formal review, evaluation and change), prioritising advice on and monitoring the application of best assessment practice, including between apprenticeships and technical qualifications.

Membership

4. The AP will consist of 3 independent assessment experts, appointed on the recommendation of the APAC following public competition. It is anticipated that their collective assessment expertise will encompass apprenticeships, technical qualifications, HE and adult learning.
5. AP membership will be in accordance with terms of appointment managed by the Membership Team. Members will normally be remunerated and serve for 3 years and may be re-appointed for up to a further 3 years on the recommendation of the CEO. Posts will be competed on a rotating basis with the ambition that only one member will rotate per year.
6. AP members will nominate their chair, in conjunction with the CEO.

Attendance

7. AP meetings will normally be attended by the Executive Sponsor, Delivery Director, and G6 Assessment and Assurance leads for IfATE, including from the Policy and Strategy Team. Delivery Group Route Team Deputy Directors and Deputy Directors from the Insights and Transformation Group may also attend where appropriate.

8. The AP may ask any other officials of the organisation to attend to assist it with its discussions on any particular matter.
9. The AP may ask all or any of those who normally attend but who are not members to withdraw to facilitate open and frank discussion of particular matters.

Accountability and Reporting

10. The AP will be accountable to the APAC and will provide an annual report to the APAC, which must include:
 - Confirmation of the assurance of the proper application of IfATE's assessment policies and processes;
 - An assessment of the coverage, effectiveness and impact of IfATE's assessment activities, including apprenticeships, technical qualifications and the Quality Alliance.

Secretary

11. The AP will have access to sufficient resources in order to carry out its duties including secretariat support. This will be provided by the Delivery Group Programme Management Office.

Quorum

12. A minimum of 2 members of the AP will be present for the meeting to be deemed quorate.

Frequency of meetings

13. The AP will meet 6 times a year. The Panel Chair may convene additional meetings, as they deem necessary.
14. The Board (or Chief Executive in their capacity as Accounting Officer) may ask the AP to convene further meetings to discuss particular issues on which they want the AP's advice.

Responsibilities

15. The AP is responsible for providing advice, guidance and assurance to the Executive and the Board as follows:
 - Confirming that assessment policy and processes adopt best practice, will be effective and efficient in meeting employers' needs, and that officials are promoting the application of best assessment practice across IfATE, including between technical qualifications and apprenticeships;

- Providing advice on the management, agenda and impact of the Quality Alliance on the wider assessment system;
- T Level Technical Qualifications and other Technical Qualifications approved by IfATE are developed and approved with robust assessment strategies (and associated exemplification materials) which meet employers needs and are capable of delivering valid and reliable assessments for employers and learners;
- T Level Technical Qualifications and other Technical Qualifications in delivery are being monitored and quality assured, including the proper application of the Long Term Assurance Model;
- Apprenticeship standards and end point assessment plans remain fit for purpose for employers and apprentices, and to monitor whether end point assessments are being operated effectively and as intended, including the application of discretions and whether interventions are effective and appropriate with a view to wider implications;
- Apprenticeship end point assessments are properly quality assured and that there is high quality, consistent provision of external quality assurance (EQA);
- The service provision from those who support IfATE in the delivery of assessments is satisfactory and in accordance with best practice, including the Employer Directory (use and performance of members), Awarding Organisations and External Quality Assurance Providers;
- The approaches IfATE takes on innovation in assessment including maintaining quality with online/digital and future skills assessments;
- Approving IfATE's annual EQA report;
- Approving any adjustments to the EQA Framework;
- Responding to APAC requests for reviews and enquiries related to assessment;
- Bringing issues judged to be of significance to the attention of the APAC and CEO;
- Being prepared to promote IfATE's role and expertise in assessment; and
- The AP will also review its own effectiveness regularly and report the results of that review to the Board.

Information Requirements

16. For each meeting the AP will be provided with:
 - An assessment activity and outcomes summary for apprenticeships and technical qualifications, drawn from Qualitas for EQA;
 - Statistics against specified performance outcomes; and
 - An updated assessment risk register.

Other

17. The AP will:

- be provided with appropriate and timely training, both in the form of an induction programme for new members and on an ongoing basis for all members;
- oversee any investigation of activities which are within its terms of reference;
- work and liaise as necessary with all other IfATE Board committees; and
- at least annually, review its constitution and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board for approval.

Date: April 2022

Review Due by Date: April 2023

END

Route Chairs Panel

Purpose

1. IfATE's Board has established the Route Chairs' Panel (RCP) to make recommendations to the Approvals Process and Assurance Committee (APAC) and CEO for the improvement of IfATE's approvals and related processes; to inform the assurance of IfATE's approvals processes; and as a means of spreading best practice and experiences amongst Route Panel Chairs.
2. Route Panels are at the heart of IfATE's operating system and notably represent the employer voice in the approval of proposals and qualifications.

Membership

3. The RCP will consist of all 15 Route Panel Chairs. They may nominate a deputy to attend the Panel on their behalf as required.
4. The Panel will be chaired by the Delivery Director.

Attendance

5. RCP meetings will be attended by the Deputy Directors from the Delivery Group and the Deputy Director Portfolio and Partnerships.
6. A member of the Membership Team may also be in attendance.
7. The RCP may ask any other officials of the organisation to attend to assist it with its discussions on any particular matter.
8. The RCP may ask all or any of those who normally attend but who are not members to withdraw to facilitate open and frank discussion of particular matters.

Accountability and Reporting

9. The RCP will report to the APAC and make recommendations for consideration by IfATE. From time to time the APAC may ask the RCP for input on particular issues and the RCP should raise issues of particular significance with the APAC when it feels this is necessary.
10. The RCP will make an annual report to the APAC with regard to the performance of the approvals process and outcomes. The RCP should raise any issues of significant immediate

concern with the APAC as it sees fit. The APAC may also invite Route Panel Chairs to its meetings.

Secretary

11. The Secretariat for the RCP will be provided by the Delivery Group Programme Management Office.

Quorum

12. No minimum number of attendees is needed for the meeting to be deemed quorate.

Frequency of meetings

13. The RCP will meet at least 3 times a year. The RCP Chair may convene additional meetings as they deem them necessary or helpful.

Responsibilities

14. The RCP is responsible for:
 - Monitoring and presenting information with regard to the performance of IfATE's products (apprenticeships and technical qualifications).
 - Providing feedback on how IfATE might implement change and improvement for the benefit of Route Panels, employers more generally and learners.
 - Facilitating the exchange of best practice and relevant experiences amongst Route Panels.
 - Conducting reviews and investigations related to apprenticeships or technical qualifications on the request of the APAC.
 - Providing feedback on the application of the APAC-approved criteria and guidance by the executive as part of the process assurance process.
 - Bringing matters of significance to the attention of the APAC and CEO.
 - Facilitating the exchange of best practice and relevant experiences amongst Route Panels.

Information Requirements

15. For each meeting the RCP will be provided with:
 - A summary of the apprenticeship and technical qualifications activity undertaken by IfATE.
 - An updated approvals process risk register.
 - Any additional information or analysis needed to support RCP discussion and/or inform panel recommendations.

Other

16. The RCP will review its constitution and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the APAC for approval.

Date: April 2022

Review Due by Date: April 2023

END

Annex E – Scheme of Delegation

1. The Scheme of Delegation (set out below) is a schedule setting out various powers of authority by post holder. The principles of the Scheme of Delegation are as follows:
 - a. No financial or approval powers can be delegated to an officer in excess of the powers invested in the delegating officer.
 - b. Powers may only be delegated to officers within the organisational control of the delegating officer.
 - c. All delegated powers must remain within the financial and approval limits set out in the Scheme of Delegation.
 - d. All powers of delegation must be provided in writing, duly authorised by the delegating officer. Any variations to such delegated powers must also be in writing.
 - e. All applications for short-term powers of delegation which are not intended to be permanent, such as holiday cover, must be provided in writing by the delegating officer, prior to the period for which approval is sought.
 - f. Any officer wishing to approve a transaction outside their written delegated powers must in all cases refer the matter to the relevant line manager with adequate written powers, before any financial commitments are made in respect of the transaction.
 - g. A power is delegated on condition that it cannot be further delegated.
 - h. Where this is not the case, the extent of the authority to delegate onwards must be stated in writing by the initial delegator, and details also provided in writing to the nominated Executive member.

Delegations from the Department to IfATE

2. Delegated limits to IfATE are set out in the Framework Document agreed between the DfE and IfATE. These are replicated below:
3. These delegated limits must be used in accordance with section 22 of the Framework Document, which sets out areas where IfATE should seek Department approval before incurring any expenditure.

Capital Expenditure

Expenditure on the signing of new leases, renewals of existing leases, the non-exercise of lease break options, any new property acquisitions, new build developments, sale and leaseback, and any freehold sales as part of national property controls.	£100,000
--	----------

Gifts

4. IfATE shall record all gifts given and received in a gifts register.

Gifts received by IfATE	Unlimited
Gifts given in a financial year, any one gift or total of gifts to one person/organisation	£0

Losses, write offs and special payments

5. The write-off of losses or approval of special payments should only be carried out by staff authorised to do so by and on behalf of IfATE's accounting officer.

Losses, write offs and special payments	£1,000
Consolatory payments	£500

6. Special severance payments are novel and contentious and always require HMT approval. All redundancy payments outside contractual terms require Department and Cabinet Office permission in all cases.

Contingent liabilities

Guarantees and indemnities	£0 (please seek Department approval for any expenditure in this category).
----------------------------	--

Contracts

7. Unlimited authority for contracts, subject to section 22 of the Framework Document and the following exceptions which all require [Cabinet Office approval](#). Limits apply for the life of the contract, excluding VAT where applicable. Unless otherwise specified, Department limits for IfATE are the same as the Cabinet Office limits, and in all cases Department clearance needs to be in place prior to approaching the Cabinet Office:

	Department limits	Cabinet Office limits
Property, including facilities management	As Cabinet Office	£100,000 All new and extended facilities management contracts must be approved, regardless of cost.

	Department limits	Cabinet Office limits
Commercial control, including disputes (IfATE must inform Cabinet Office and DfE of <u>any</u> dispute with a Government Strategic Supplier where the dispute is proposed for escalation to mediation, binding arbitration, could enter a formal dispute stage, or may result in early termination of a contract, but only seek Cabinet Office clearance for any settlement likely to exceed £10m)	£2.8m	£10m This applies to individual contracts with a value of £10m or more, framework agreements or dynamic purchasing systems where the cumulative value of spend is £10m or more, and material changes that result in a contract variation of £10m or more. This must be recorded in a commercial pipeline.
Advertising, marketing and communications	As Cabinet Office	£100,000
Existing and future digital and technology spend <i>(All novel and contentious digital and technology spend will need to be recorded in a digital pipeline)</i>	£25,000 As Cabinet Office	£100,000 Where the value of the contract is at or greater than the above limits, it should be added to the digital pipeline.
Learning and development (Civil Service Learning)	As Cabinet Office	£10,000 (for Department-specific L&D) All L&D that falls outside the core curriculum must be approved.
Consultancy	£20,000	£500,000 (contracts costing £500,000 or more and/or at least 9 months' duration, organisations must also receive Cabinet Office's approval)
Redundancy and compensation schemes	As Cabinet Office	All require approval
External recruitment	£142,000	Organisations procuring contingent labour must seek approval internally or from Cabinet Office (via the online portal below) according to the thresholds below. Approval thresholds: From 1st November 2021

	Department limits	Cabinet Office limits
		Contingent Labour (CL) contracts with day rates of £750 or over or durations of 12 months or over must be approved by a departmental minister (or Accounting Officer for organisations with no minister). For contracts with day rates of £1000 or over or durations of 18 months or over, organisations must also receive Cabinet Office's approval. In addition, bulk recruitment campaigns (recruiting more than one person in a single campaign), with total costs of £500k or over and are in the scope of the spending control must be approved by the Cabinet Office. (All amounts above should be excluding VAT but including any fees).

Reinforcing Financial Control

8. On any spend over £100,000, the Chief Executive will require Chief Financial Officer approval. This 'four eyes' principle will provide an additional level of assurance for the Chief Executive in his capacity as Accounting Officer.
9. Every six months, the Board will be provided with post-hoc details of any contracts that have been entered into above the value of £500,000.

Department Referral Process

10. IfATE must refer any business cases which exceed the limits detailed in this appendix, or for which HM Treasury cannot delegate authority (e.g. novel, contentious, and/or repercussive), as follows:
 - A copy of the business case should be sent to the commercial business partner (incase of commercial controls), finance business partner, and the sponsorship team, cc-ing the DfE's Efficiency Controls (EC) team - request.ec@education.gov.uk
 - The DfE will aim to send Department approvals back within one week
 - The Finance Business Partner/sponsorship team will liaise with HMT to seek any necessary approvals.
11. Business cases should follow the 5-case model set out in the Treasury Green Book and make clear what legal advice has been followed (where appropriate), as well as flagging any wider impacts on Departmental policies, programmes or

resource.

12. When expenditure requires Cabinet Office approval, IfATE should notify the sponsorship team and finance and commercial business partners that it is seeking this approval, and copy them into the relevant approval form when submitted to the Cabinet Office.

General Scheme of Delegation (from the Chief Executive to the Executive)

Functions of the Chief Executive	Delegated Executive and Financial Authority	Notes
Authority to share information held by IfATE with other persons	Delivery Director, Strategy Director and Deputy Directors within their area of responsibility including the General Counsel	In accordance with the relevant public sector MoUs
Entering into data sharing agreements (including variations and extensions)	Delivery Director, Strategy Director and Deputy Directors within their area of responsibility including the General Counsel	
Entering into contracts for the provision of goods and services to IfATE (including contract variations and extensions)	Delivery Director, Strategy Director and Deputy Directors within their area of responsibility.	In accordance with the Delegation of Financial Authority
Authority to determine the organisation structure including number and grades of staff	Delivery Director and Strategy Director	This will normally be exercised by the Chief Executive in conjunction with the SLT
Authority to determine pay and conditions	None, remains with Chief Executive following consultation with Remuneration Committee.	Subject to agreement with the DfE - annual pay remit
Authority to change the mix of grades of staff	Delivery Director, Strategy Director and Deputy Directors within their area of responsibility, remaining within their budget allocation.	No increase in the number of posts at SCS level can be made without the agreement of the Chief Executive
Authority to appoint staff	Delivery Director, Strategy Director and Deputy Directors within their area of responsibility.	In accordance with the Delegation of Financial Authority and HR policy
Authority to dismiss staff	Delivery Director, Strategy Director and Deputy Directors within their area of responsibility.	In accordance with the Delegation of Financial Authority and HR policy

Functions of the Chief Executive	Delegated Executive and Financial Authority	Notes
Authority to commence and defend legal proceedings related to the work of IfATE including the settlement of proceedings	Chief Executive	In accordance with the Delegation of Financial Authority

Delegation of statutory functions from the Board

Decision	Delegated Authority	Notes
Review education and training and impact of exercise of IfATE functions on it (oversight function) and deciding whether to report to the Secretary of State	Compliance Board, then Approvals Policy and Assurance Committee make a recommendation to the Board for the Board's final decision	
Deciding what advice or assistance to provide to the Secretary of State (including funding band advice)	Compliance Board (or such other structure as determined by the Executive)	
Decision to determine occupations (and which of those occupations require similar knowledge, skills and behaviour) and allocate to a route	Compliance Board (or such other structure as determined by the Executive)	
Decision to prepare (and, if approved, publish) standards and assessment plans for an occupation (including revised versions of standards or assessment plans)	Compliance Board (or such other structure as determined by the Executive)	
Approval of groups to prepare standards and assessment plans (trailblazers)	Deputy Directors within the Delivery Group	
Deciding (and publishing) criteria for approving standards, assessment plans, & trailblazers (and deciding to revise or replace that criteria)	Compliance Board (or such other structure as determined by the Executive)	
Decision to approve or reject a standard or assessment plan after it has been independently examined (peer reviewed)	Compliance Board (or such other structure as determined by the Executive)	

Decision	Delegated Authority	Notes
Decision to reject a proposed standard or assessment plan before an independent examination (peer review)	Deputy Directors in the Delivery Group	See criteria for approvals.
Securing independent evaluation of the quality of apprenticeship assessments	Deputy Directors in the Delivery Group	
Decision to carry out or commission a review (where risk of unsatisfactory assessments)	Compliance Board (or such other structure as determined by the Executive), overseen by the Approvals Policy and Assurance Committee.	
Decision to make arrangements for the improvement of assessments	Approvals Policy and Assurance Committee makes a recommendation to the Board for the Board's final decision	
Decision to report on findings of unsatisfactory quality of assessments	Approvals Policy and Assurance Committee makes a recommendation to the Board for the Board's final decision	Build as part of decision process for above two decisions
Decision to specify a category of TQs (or revise or withdraw a category of TQs) and whether appropriate to specify under section A2D3 or A2D5	Compliance Board (or such other structure as determined by the Executive)	
Decision to specify an approval test for categories of TQs to be approved under section A2D5	Compliance Board (or such other structure as determined by the Executive)	
Deciding who to consult before specifying a category of TQs	Compliance Board (or such other structure as determined by the Executive)	

Decision	Delegated Authority	Notes
Decision to approve or reject a TQ under A2D3 or A2D5	Compliance Board (or such other structure as determined by the Executive)	Content Specification
Determining relevant course documents for TQs to be approved under A2D3	Deputy Director - Commercial Delivery and Deputy Director – Commissioning and Development	
Determining the additional steps towards occupational competence for TQs approved under section A2D3	Compliance Board (or such other structure as determined by the Executive)	
Making arrangements (through procurement and contracts) to secure the availability of T Level TQs for approval under A2D3	Deputy Director - Commercial Delivery	
Making arrangements to secure the availability of TQs for approval under A2D5	Delivery Director	
Deciding (and publishing) criteria for approving TQs	Compliance Board (or such other structure as determined by the Executive)	
Determining a monitoring plan for the regular review of standards, assessment plans and TQs	Delivery Director	If ATE needs to publish information about review intervals
Decision to withdraw or revise a standard, assessment plan or TQ	<u>Compliance Board (or such other structure as determined by the Executive), on the recommendation of Deputy Directors in the Delivery Group</u>	This will include remitting back to the trailblazers and then back through the approval process
Deciding to impose or end a moratorium on approval of further TQs	Approvals Policy and Assurance Committee makes a recommendation to the Board for the Board's final decision	

Decision	Delegated Authority	Notes
Providing advice/assistance or other steps to enable TQs to be made available outside England	Delivery Director and Strategy Director	
Anything other IfATE considers “necessary or appropriate for the purposes of, or in connection with, its functions”	Chief Executive	

Financial Delegations

Authorising and signing contracts/variations/extensions/contract requisition forms within budget/Corporate Plan/Additional remit				
	Reserved to the DfE and the Board	CEO as Accounting Officer	Delivery Director, Strategy Directors & Deputy Directors	Delegated Manager
Contracts	Over £2.8m	Up to £2.8m	Up to £100k	Up to £10k

Further delegations to Deputy Directors are enshrined in their delegation letters, and are articulated in IfATE's Operating Model.

Contract Values and Procurement				
Full OJEU Process where applicable	In line with above financial authorisation levels	3 Quotes – authorised by Delegated Manager	Single Action Tender under exceptional circumstances	
Over £113k	Over £10k Full Tender process	Up to £10k	Seek advice from Commercial	

Notes

13. All contracts, contract variations or extensions and consultants' agreements/contracts must be approved in writing by the nominated Executive member before signing, and signed copies must be retained by Procurement.
14. Contract variations and extensions must follow the Scheme of Delegation.
15. Low-Risk Projects – for non-core, low-risk, non-commercial or politically sensitive projects: Variations/extensions must be signed off in accordance with the Scheme of Delegation for the value of that variation/extension.
16. High-Risk Projects – for core, high-risk, commercial or politically sensitive projects: Variations/extensions must be signed off in accordance with the Scheme of Delegation for the aggregate value of the contract including the value of the variation/extension.
17. Letters of termination must be authorised by a Deputy Director or above.
18. Non-disclosure Agreements/Confidentiality Undertakings must be authorised by a Deputy Director or above.



**Institute for Apprenticeships
& Technical Education**

INSTITUTE FOR APPRENTICESHIPS AND TECHNICAL EDUCATION

Floor 1, Sanctuary Buildings
20 Great Smith Street
London SW1P 3BT

Cheylesmore House
5 Quinton Road
Coventry CV1 2WT