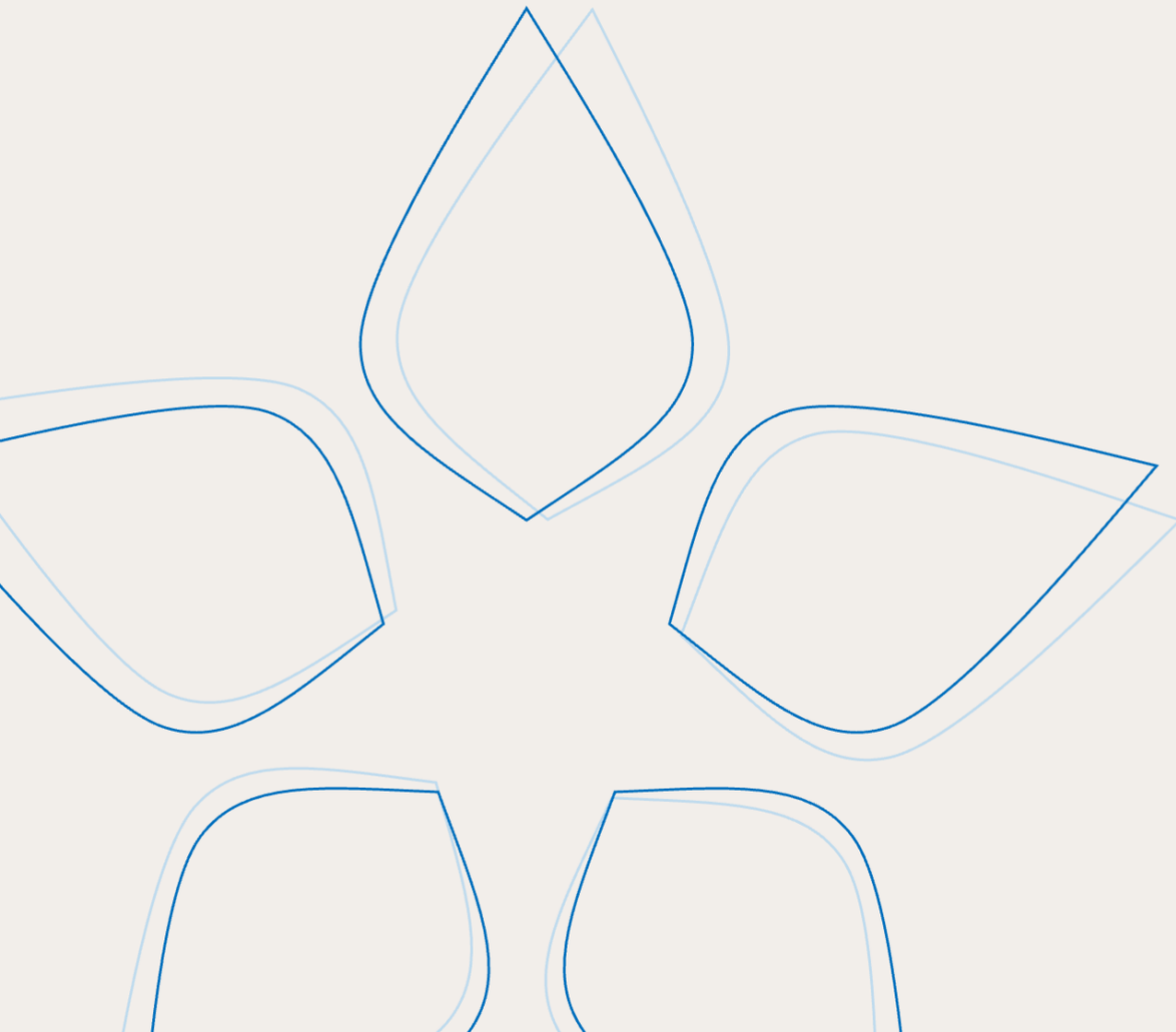


Governance Framework

April 2024

Version 4.3



Governance Framework

Introduction	4
About IfATE	4
Corporate governance within IfATE	5
Collective responsibility of the board.....	5
Code of Conduct.....	6
The board.....	6
The Chair.....	7
The Deputy Chair	7
The Chief Executive	8
Senior Leadership Team.....	8
The Delivery Director and Strategy Director	8
The Chief Financial Officer.....	9
The HR Director	9
The General Counsel.....	9
Executive attendance at meetings	13
The Deputy Directors	14
Committees and Sub-Committees	14
Advisory Panels.....	15
Role of board members in supporting the board’s work programme.....	15
Delegations.....	16
Procedural Reviews	17
Removal of the Chair and members of the board	18
Reviewing the board’s performance	18

Review of the Governance Framework.....	18
Annex A –Terms of Reference for IfATE’s Board.....	19
Annex B - Rules of procedure for meetings of the board	21
Annex B1 - Code of conduct for members of the board	27
Annex B2 – Procedures for conducting urgent business by correspondence....	34
Annex C – Matters reserved to the board.....	35
Annex D – Permanently established committees and advisory panels	36
Annex D1 – Terms of Reference for board committees	37
Annex D2 – Terms of Reference for advisory panels	44
Annex E – Scheme of Delegation	59

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 statutory core functions which are listed in the scheme of delegation in Annex E.
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.²
9. In delivering its functions IfATE must have regard to the:
 - reasonable requirements of industry, commerce, finance, the professions and

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, s ZA3

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 funds³

10. It must also have regard to any strategic guidance that the Secretary of State publishes.⁴

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 relevant minister with responsibility for skills ('the Minister') 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

³ 2009 Act, s ZA2 (1)

⁴ 2009 Act, s ZA2 (2)

(terms of reference of which are set out in Annex D1) to help it address key financial and other risks

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 State⁵
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
 - must not be appointed for a term of more than five years
 - can be re-appointed for further terms.⁶

⁵ 2009 Act, paragraph 2 of Schedule A1

⁶ 2009 Act, paragraph 3 of Schedule A1

19. There is an expectation that, where asked to do so, board members will serve on at least one committee or fulfil an equivalent role. (For example, as board champion for a particular board focus area, to act in both an advisory and ambassadorial capacity.)
20. Quorum for the board will be four members.

The Chair

21. The Chair and board are accountable to Parliament and the Minister 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 either the Chair or the Chief Executive, except where the board has agreed that an individual board member should act on its behalf. 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.
22. 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
23. 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
 - 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

24. 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

25. 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
26. 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

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

The Delivery Director and Strategy Director

28. 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.
29. The Delivery Director and Strategy Director are entitled to direct access to the board and committees and may at their discretion give relevant advice during or outside of meetings.
30. 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

31. 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.
32. The Chief Financial Officer is entitled to direct access to the board and committees and may at their discretion give relevant advice during or outside of meetings.
33. 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 HR Director

34. The HR Director gives advice to the board and committees on human resources and related matters.
35. The HR Director is entitled to direct access to the board and committees and may at their discretion give relevant advice during or outside of meetings.
36. Although not a member of the board, the HR Director shall attend board meetings in order to support the board's decision-making on such matters that require HR expertise.

The General Counsel

37. The General Counsel is IfATE's senior legal adviser and gives legal and strategic advice to the board and committees.
38. The General Counsel is entitled to direct access to the board and committees and may at their discretion give legal advice during or outside meetings.
39. Although not a member of the board, the General Counsel shall attend board meetings in order to support and facilitate the board's decision-making on all relevant matters.

The Company Secretary

40. The Company 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 Company 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 Company 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
 - approve technical or minor changes to the Governance Framework (see Annex C, paragraph 7.2)
43. The Chair, board members and members of any committee or sub-committee will have access to the Company Secretary for advice and assistance.
44. The Company 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 Company 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

IfATE's governance structure

IfATE Board

Committees of the board:

Product Assurance Committee

Audit and Risk Assurance Committee

Remuneration Committee

The **scheme of delegation** flows down from the board to its committees and to the senior leadership team.

Advisory Panels

The following panels report into the Product Assurance Committee:

Trailblazer Reference Panel

Route Chairs' Panel

Quality Alliance

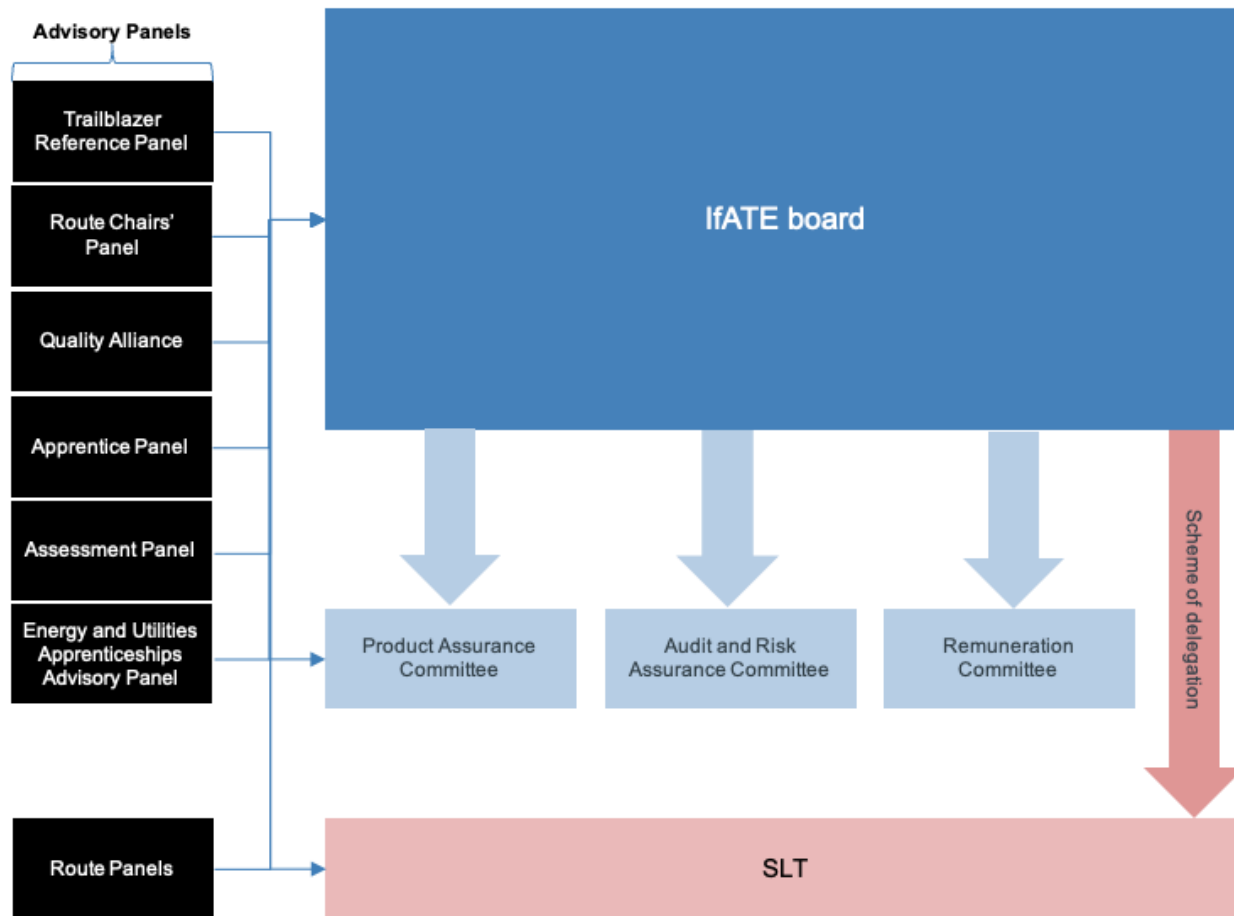
Apprentice Panel

Assessment Panel

Energy and Utilities Apprenticeships Advisory Panel

Route Panels

Informs the work of the senior leadership team, the Product Assurance Committee, and ultimately the board.



Apprenticeship and T Level Route Panels

Agriculture, Environmental and Animal Care**
 Care Services
 Construction**
 Digital**
 Engineering and Manufacturing**
 Health and Science**
 Protective Services
 Transport and Logistics

Business and Administration**
 Catering and Hospitality**
 Creative and Design**
 Education and Early Years**
 Hair and Beauty**
 Legal, Finance and Accounting**
 Sales, Marketing and Procurement**

** denotes the route panels that apply to T Levels.

Agriculture, Environmental & Animal Care**	Business & Administration**	Care Services	Catering & Hospitality**	Construction**
Creative & Design**	Digital**	Education & Early years**	Engineering & Manufacturing**	Hair & Beauty**
Health & Science**	Legal, Finance & Accounting**	Protective Services	Sales, Marketing & Procurement**	Transport & Logistics

IfATE's Senior Leadership Team (SLT)

Chair of the board

Roles reporting to the chair

Chief Executive

Chief Executive

Roles reporting to the Chief Executive

Delivery Director

Strategy Director

Chief Financial Officer

HR Director

Delivery Director

Roles reporting to the Delivery Director

Deputy Director Business Services Division

Deputy Director Commercial Delivery Division

Deputy Director Commissioning and Development Division

Deputy Director Engineering Construction and Transport Division

Deputy Director People Services Division

Strategy Director

Roles reporting to the Strategy Director

General Counsel and Company Secretary

Deputy Director Digital and Analytical Services Division

Deputy Director Skills System Strategy and Oversight

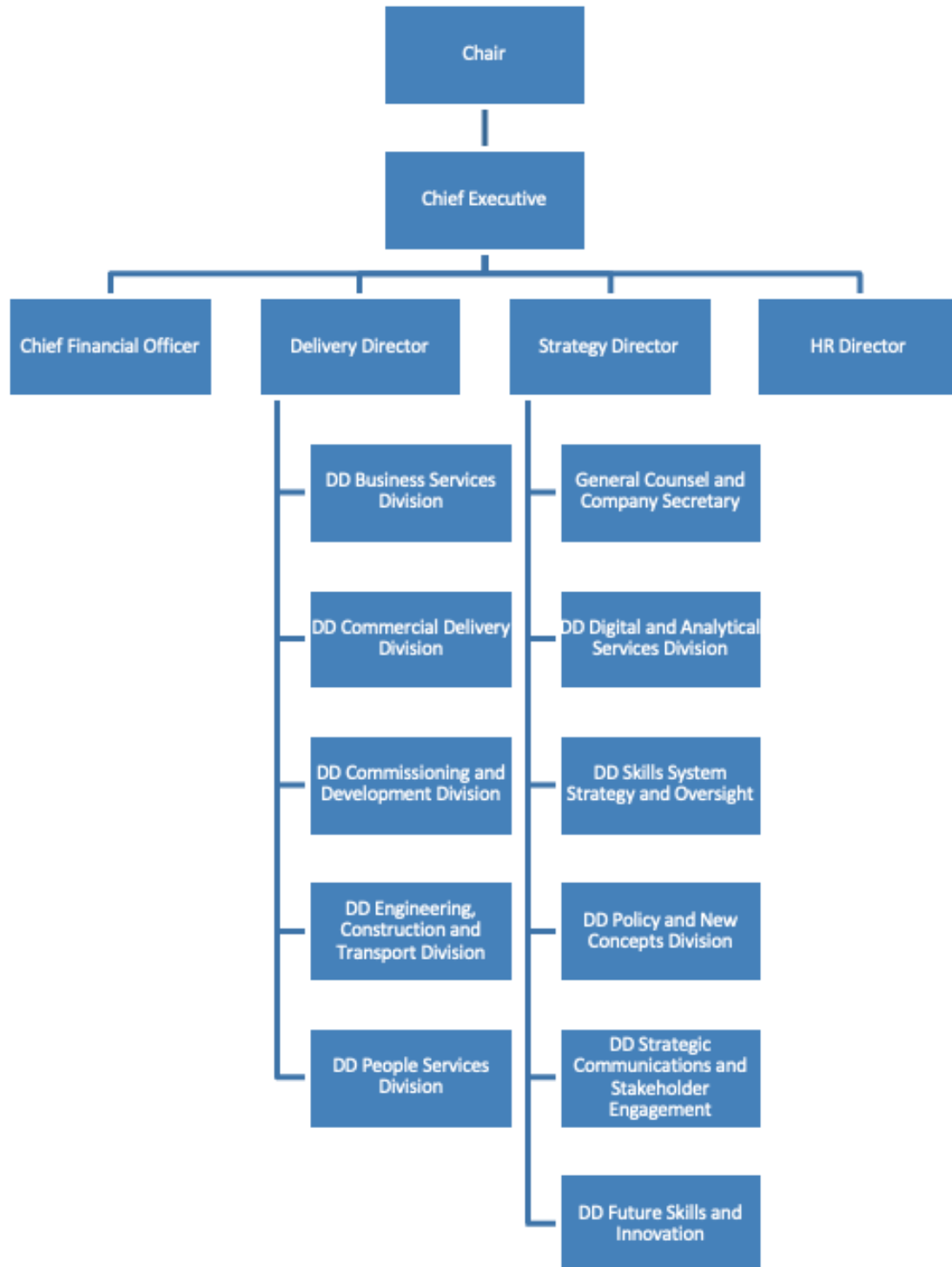
Deputy Director Policy and New Concepts Division

Deputy Director Strategic Communications and Stakeholder Engagement

Deputy Director Future Skills and Innovation

Chief Financial Officer

HR Director



Executive attendance at meetings

47. The members of the board may meet 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, the HR Director and the Company 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.

The Deputy Directors

49. The Deputy Directors have responsibility for distinct operational areas according to their delegation letters.
50. They will attend board meetings to present papers and updates to the board as required.

Committees and Sub-Committees

51. The board may establish committees and any committee established by the board may establish sub-committees.⁷ 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.
52. Any committee or sub-committee established will report back frequently on its work to the board or committee that established it.
53. 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.
54. 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.
55. 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.
56. Membership of committees and sub-committees, including the identification of a Chair and Deputy Chair of such committees and sub-committees, will be proposed by the Chair of the committee or sub-committee and agreed by the board.
57. Terms of reference for committees and sub-committees will be agreed by the board.
58. 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 and programme delivery experience.
59. The committee with responsibility for product assurance should have strong employer representation in its membership.
60. Subject to the exception set out in Schedule A1 to the 2009 Act⁸, the board may delegate its functions to the Chair, another board member, a committee or sub-

⁷ 2009 Act, paragraph 7 of Schedule A1

⁸ Schedule A1 to the 2009 Act¹⁴

committee.

61. 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.
62. 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 Company Secretary who will make arrangements. The Chair and Deputy Chair will be invited to any such meeting.
63. The board has established a number of permanent committees which are detailed at Annex D.
64. 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

65. 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.
66. Any advisory panel established will report back frequently on its work to the board or committee that established it.
67. 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.
68. 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.
69. 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.
70. The board has established a number of permanent advisory panels which are detailed at Annex D.
71. 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

72. 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 unless 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
73. 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
74. 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 Company Secretary, to ensure that these procedural rules are adhered to.

Delegations

75. Schedule A1 to the 2009 Act enables the board to delegate its functions to others with some limits.
76. 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.
77. 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.
78. 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.
79. 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.

80. In the absence of the Chair any delegations made to them may be taken by the Deputy Chair.
81. The board delegates to the Chief Executive the discharge of all statutory functions other than:
 - any matter reserved to the board
 - any matter delegated to a committee of the board
82. Detail of the delegation of functions is given in the Scheme of Delegation at Annex E.
83. The Chief Executive, in consultation with the 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.
84. 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.
85. The board may discharge a function itself even though it has delegated the discharge of that function.
86. 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.
87. 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.
88. 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

89. 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.
90. 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.
91. 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.
92. 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 and one or more of IfATE's Deputy Directors who were not involved in the original decision.
93. 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.

94. 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

95. 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.⁹
96. 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 them to remove the Chair. The board does have the power to remove the Chief Executive.

Reviewing the board's performance

97. 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.
98. 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

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

⁹ 2009 Act, paragraph 3 of Schedule A1

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 State¹⁰
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.¹¹
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 IfATE¹² 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 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 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

¹⁰ 2009 Act, paragraph 2 of Schedule A1

¹¹ 2009 Act, paragraph 3 of Schedule A1

¹² 2009 Act, s ZA1 (2)

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 HR Director, the General Counsel and the Company 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 may meet without any members of the Executive for a closed 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.

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 Company 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.

Notice of meetings

5. 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.
6. By the end of each calendar year, the Company 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

7. The agenda and papers for board meetings will normally be circulated at least five clear working days in advance of the meeting.
8. The papers for each meeting shall comprise:
 - a. an agenda drawn up by the Company 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
9. Non-receipt of papers by individual board members does not invalidate a board meeting or any business transacted at that meeting.

10. Where a meeting of the board is called at short notice the Company 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.
11. With the permission of the Chair, papers may exceptionally be tabled at a board meeting or circulated after the agenda.

Other attendees at meetings

12. 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

13. 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.
14. 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.
15. 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.
16. 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.
17. 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 31 to 33 below.
18. 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.
19. 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

20. If present, the Chair will preside over all board meetings.

21. 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.
22. 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 Company Secretary will seek a nomination for Chair from amongst those present that members must agree on.
23. It is the responsibility of the Chair, Deputy 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

24. 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

25. 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

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

Voting

27. 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
28. 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.
29. 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

30. 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.
31. A deferred decision may be taken through postal or email correspondence outside of the board meeting, where this is agreed in the meeting.
32. 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

33. 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.
34. If the Chair and the Chief Executive, consider the urgent decision to be of a significant nature they will request the Company Secretary to arrange for the matter to be decided or discussed via correspondence or at an emergency board meeting. The Company Secretary will be instructed to convene such a meeting.

35. In the case of an urgent decision made by correspondence, in order for a recommendation to be approved:
 - a. responses 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.
36. The procedure for taking urgent decisions by correspondence is at Annex B2 of this document.
37. 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

38. 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.
39. The Company 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 Company 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 Company Secretary.
40. The Company 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.
41. 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

42. 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.
43. 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

44. 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

45. 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 either the Chair, or 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. This includes, but is not limited to, the matters set out in paragraphs 21-23 ('The Chair') of this Governance Framework.
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 General Counsel 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 Company 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 Company 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 Company 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, which 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 (*this includes where the contract (tendered for or awarded) to which the board member or their organisation (or the board member's partner/immediate family) is/are party, including where the contract has close ties to other government departments or agencies (such as DfE, ESFA) or where the contract will result in an award of funding or remuneration e.g., skills bootcamps*)
 - c. names of any organisations in which the board member has a significant shareholding or other financial interest (this could be a direct or indirect 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 (*this should include any set of circumstances that may create a risk that the board member's ability to apply judgement or act independently in their role with IfATE is, or could be perceived to be, impaired or influenced by a secondary interest*)
4. The following are examples of other potential or actual conflicts of interest which should be declared:
 - names of any higher and further education institutions with which the board member has direct or indirect involvement
 - conflicts of loyalty, where there may be competing loyalties between the board member's role with IfATE and another organisation, person, or entity
 - hospitality from organisations or individuals offered or received in the course of the board member's work for IfATE
 - any similar interests held by a board member's partner or close family members that are, or could be perceived as, a potential conflict to the board member's position with IfATE
5. It is the duty of each board member to declare to the Company 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.
6. 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.

7. Board members may be required at any time to confirm to the Company Secretary that their current entries on the Register are accurate and up to date and the Company 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 Company Secretary.

Declaration of conflicts of interest at meetings of the board

8. 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.
9. 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 Company Secretary and/or General Counsel in deciding this.
10. 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 Company 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 Company 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 Company Secretary will circulate the report to the board electronically. Questions or points of clarification should be directed to the Company 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 Company 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 IfATE's communications strategy.
- 1.3. Matters of strategic importance or major items of IfATE policy that raise new issues of principle.

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 or minor changes which may be signed off by the Company Secretary. Any change made to the Governance Framework by the Company Secretary will immediately be notified to board members by correspondence, setting out the reasons for amendment.
- 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 three committees:
 - Product Assurance Committee
 - Audit and Risk Assurance 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
 - Quality Alliance
 - Assessment Panel
 - Energy and Utilities Apprenticeships Advisory 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

Product Assurance Committee (PAC)

Purpose

1. The board has established the Product Assurance Committee (the ‘committee’) to monitor and report that IfATE’s products (Occupational Standards, Maps, Apprenticeships (including funding bands), T Levels, HTQs, Post 16 Qualifications (Levels 2 and 3)) are meeting the needs of employers, apprentices and other stakeholders, with a particular focus on quality and impact.

In scope

2. The committee will consider the following:
 - product quality and impact – confirming that IfATE products meet quality standards, legal requirements, including its oversight duty and obligations relating to EQA, and that product impact is measured against approved metrics/KPIs
 - risk management – that risks and opportunities have been appropriately identified with mitigating actions, including escalation to ARAC/board, where warranted
 - process improvement – that IfATE is acting to continuously improve its products to enhance efficiency, effectiveness and quality, including actively listening to stakeholders and responding to their requirements appropriately
 - diversity, equity and inclusion – that IfATE’s products can be accessed by a wide range of learners and content takes account of diverse and inclusive needs
 - coherence – the integration of IfATE’s products and their contribution to a coherent technical skills system
 - other areas as directed by the board or the Chief Executive in their Accounting Officer capacity
3. The committee will not have any role in respect of the approval of any of IfATE products or IfATE’s commercial processes.

Membership and frequency of meetings

4. The committee will consist of at least 4 non-executive board members. The board Chair will nominate the Chair and Deputy Chair of the committee. To be quorate, at least 50% of members must be present.
5. Committee meetings will normally be attended by the Delivery Director, the Strategy Director(s) and relevant Deputy Directors as well as other IfATE officials or stakeholders at the request of the committee.
6. The committee will meet formally at least 4 times a year. The Chair may decide to call additional formal meetings or interim, informal, meetings. The board, or Chief Executive in their capacity as Accounting Officer, may also convene additional committee meetings to discuss particular issues on which they require advice.
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's delegations will be in accordance with the board's scheme of delegation. The committee will provide a report to the board to inform its strategy discussions and an interim update at the board meeting following each formal committee meeting.
9. The committee will review its own effectiveness at least annually, including a review of its terms of reference and report the results of that review to the board. As part of its considerations and recommendations, the committee will work closely with the board's other committees, notably the Audit and Risk Assurance Committee.

Sponsorship and Support

10. The committee will have access to sufficient resources in order to carry out its duties including access to IfATE's Legal and Governance teams. It will be sponsored by the Delivery Director and the Governance team will provide the secretariat.
11. The committee will be consulted on its schedule of business and provided with a suitable data pack, as well as engaging directly with stakeholders at its request. Where necessary, agenda items will be supported by relevant papers. Written materials will be provided at least 7 days in advance of a formal meeting.
12. The work of the committee will be supported by advisory panels, who will report their perspectives to the committee at least annually:
 - Assessment Panel – focusing on the assessment components of IfATE's products
 - Trailblazer Reference Panel – representing the views of Trailblazers
 - Route Panel Chairs – presenting the perspective of IfATE's employer route panels; and
 - the Apprentice Panel – who assist IfATE's understanding of the apprentice experience

Date: April 2024

Review Due by Date: April 2025

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 three 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 may co-opt up to two external members who are independent of IfATE.

Attendance

- Current Members:** Peter Estlin (Chair)
Neil Morrison
Bev Robinson
Martin Doel (Independent)
- Executive Sponsor:** Chief Financial Officer
- Standing Attendees:** Chief Executive in their role as Accounting Officer
GIAA Representative
NAO Representative

6. Committee meetings will normally be attended by the Chief Executive, the Executive Sponsor (or their nominated deputy), Strategy Director, HR 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's board at the board meeting following each committee meeting.
10. The committee will refer recommendations on substantive issues to IfATE's board for its consideration.

11. The committee may provide IfATE's 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.

Secretariat

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 two 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 four 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
 - Deep dives on specific topics of interest to the committee

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: January 2024

Review Due by Date: January 2025

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, 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 two, but no more than four 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)
Malcolm Press
Independent Member
- Executive Sponsor:** Chief Executive
- Standing Attendees:** A representative from 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.

Secretariat

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 two 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 two 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:
 - establish and conduct a formal and transparent process for the remuneration packages for the Chief Executive, independent members of board committees, Route Panel Chairs and members, and IfATE's senior civil servants
 - review the ongoing appropriateness and relevance of the remuneration arrangements for senior civil servants, (within the flexibilities available, having due regard to government and Cabinet Office guidance); 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 Chief Executive is a matter for the Chair of the board. The Chief Executive 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: January 2024

Review Due by Date: January 2025

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 Product Assurance Committee (PAC) and Chief Executive 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 a Deputy Director in the Delivery Group.

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

Secretariat

10. The Secretariat for the TRP will be provided by the PMO team.

Quorum

11. A minimum of ten 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 four 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 PAC
 - providing feedback on the application of the PAC-approved criteria and guidance by the executive as part of the process assurance process
 - bringing matters of significance to the attention of the PAC and Chief Executive

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 PAC for approval

Date: 15 January 2024

Review Due by Date: 15 January 2025

END

Apprentice Panel

Purpose

1. The board has established the Apprentice 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 Product Assurance Committee (PAC), as well as IfATE's Communications and Engagement team to consider all aspects of the apprenticeship life cycle from an apprentice's perspective (Awareness, Selection, Participation, Outcomes).

Membership

3. The AP will be composed of individuals who are currently apprentices. They will be appointed to the panel for two years. Membership will be reviewed after one year to consider the attendance record and participation of the apprentice.
4. AP members will champion their expertise by representing the diverse perspectives of fellow apprentices in their designated route.
5. We aim to appoint a maximum of three apprentices per route, and to have equal representation where possible.
6. Appointment will be by public competition, including endorsement from the applicants' employer. AP membership will be in accordance with the terms of appointment managed by the Communications and Engagement team.
7. On appointment AP members will be provided with appropriate and timely training in the form of an induction.
8. The Apprentice Panel, under the guidance of the chair and vice-chair, will collaborate closely with the Apprentice Panel lead at IfATE to shape the panel's direction and agenda. The positions of chair and vice-chair will be accessible to all panel members, promoting inclusivity, with a duration of one year and selection based on an expression of interest and an interview process conducted by the IfATE panel lead.

Meetings

9. The Apprentice Panel, as a collective will convene every eight weeks on Thursdays from 10:00 to 12:00, affirming our commitment to regular collaboration and progress.
10. Meetings will be led by the Apprentice Panel chair, and they will actively work with panel members to shape the direction of discussions and decisions.
11. IfATE will provide a comprehensive calendar of meetings at least six months in advance, empowering panel members to take ownership of their involvement and contribute meaningfully to each session. The Apprentice Panel hold the power to convene additional meetings as needed to address emerging issues and opportunities.
12. The Apprentice Panel are encouraged to leverage their networks and invite relevant officials to meetings, ensuring that diverse perspectives enrich discussions.
13. The Apprentice Panel may ask all, or any of those who normally attend, but who are

not members of the panel, to withdraw to facilitate open and frank discussion of a particular matter.

14. It is expected that panel members will attend all meetings where possible. Apologies for absence should be sent to the apprentice panel lead in good time. Where members fail to attend two consecutive meetings without good reason, their continued membership will be reviewed, and this may result in being requested to leave the Apprentice Panel.

Accountability and reporting

15. The AP will report to the PAC annually, providing a comprehensive update on activities, outlining future plans, and requesting support, ensuring transparency and accountability.
16. Occasionally, PAC may commission the AP to report on specific interests and the panel should raise any issues of specific significance as they arise.

Secretariat

17. IfATE will provide secretarial support to the AP including taking clear and accurate minutes.

Quorum

18. There is no minimum number of members required for quoracy. It is expected that members will attend meetings wherever possible.

Responsibilities

19. Apprentices are appointed to:
 - share their thoughts, concerns, and views on apprenticeships
 - advise and challenge the Institute's board, Institute officials, and other government officials/departments
 - contribute to communications/media work to promote apprenticeships,
 - engage with media opportunities organised by the Institute's Communications Team, e.g. case studies, podcasts, and radio interviews
 - provide first-hand insights into everyday life as an apprentice
 - engage with the findings of the annual DfE learner survey, and build an understanding of, the experiences and needs of apprentices by way of targeted consultations and an IfATE Apprentice Panel survey when needed.
 - generate thinking, ideas and evidence on issues that impact the apprentice experience and apprenticeship opportunities
 - be an ambassador for the opportunities that apprenticeships offer

Information requirements

20. For each meeting, members will be provided with the agenda a minimum of one week in advance. Following each meeting minutes, taken by an IfATE member will be

circulated for checking and approval.

Other

21. On successful completion of their term of office, panel members will be provided with a testimonial by the panel lead on request.
22. The Apprentice Panel will review the terms of reference annually to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the board for approval.

Date: March 2024

Review Due by Date: March 2025

END

Quality Alliance

Purpose

1. The purpose of the Quality Alliance is to be a vehicle for proactive collaboration and coordination between the bodies with responsibilities for aspects of the quality of apprenticeships and wider technical education (and their respective systems), to continually improve quality at every level.

Responsibilities

2. 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 to inform continuous improvement
3. The Quality Alliance will work together collaboratively and constructively to identify and address quality issues as necessary. Members will be expected to actively contribute and bring supporting material to the board as requested where this will support the discussion; and may be asked to lead a particular piece of work or grouping, for example where it is most relevant to their area of expertise. The work of the Alliance will be reported to IfATE's board and Assessment Panel, and the DfE's Apprenticeships Quality Board. Alliance members will report to their own boards as appropriate.

Membership

4. The meeting will be co-chaired by:
 - Institute for Apprenticeships and Technical Education (Chief Executive)
 - Department for Education (Apprenticeships Director or Professional and Technical Education (PTE) Director)
5. Representatives from:
 - Institute for Apprenticeships and Technical Education – Apprentice PanelThe 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
 - Education and Training Foundation.

Meetings

6. The Alliance will meet bi-monthly and may create working or task-and-finish groups as necessary. Alliance members will also work together collaboratively on specific issues and in varying groupings.
7. IfATE will provide the secretariat function.

Confidentiality and public communication

8. 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 2023

Review Due by Date: April 2024

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 provide support to IfATE in the following three distinct ways:
 - by assuring IfATE's assessment performance
 - by promoting cutting-edge assessment policy and practice
 - by serving as IfATE's consultative test-bed
3. The AP will work closely with the Product Assurance Committee (PAC), 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 PAC or Chief Executive.
4. 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

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

Attendance

8. AP meetings will normally be attended by the Executive Sponsor, the Delivery Director (or their representative) and G6 Assessment and Assurance leads for IfATE, as required. Delivery Group Route Team Deputy Directors and Deputy Directors from the Insights and Transformation Group may also be invited to attend where appropriate.
9. The AP may ask other officials of the organisation to attend to assist it with its discussions on any particular matter.

10. The AP may, on occasion, invite external, relevant stakeholder representatives to attend for specific agenda items in order to assist members with their work.
11. The AP may ask some or 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 AP will be accountable to the PAC and will provide regular briefings to the PAC on the outcomes of its work as well as an annual report. The focus of the briefings will provide the assurance sought by the PAC of the proper application, effectiveness and impact of IfATE' assessment policies and processes across all IfATE's products.

Secretariat

13. 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 Management Team (DMT).

Quorum

14. A minimum of two members of the AP will be present for the meeting to be deemed quorate.

Frequency of meetings

15. The AP will meet six times a year. The Panel Chair may convene additional meetings, as they deem necessary.
16. 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

17. The AP is responsible for providing advice, guidance and assurance to the Executive and the board, that confirms assessment policy and processes adopt best practice and are effective and efficient in meeting employer needs.
18. The AP will provide a forum to allow proactive in-depth analysis and advice on key development areas for IfATE, associated with assessment and assurance. The theme/subjects will be set by the AP following advice from the Executive in line with guidance from the DfE, PAC and/or the board.
19. In addition, the AP will, through its work, ensure that IfATE officials are adopting and promoting the application of best assessment practice across all products including between technical qualifications and apprenticeships. The AP will fulfil its responsibilities by focusing on the following:
 - ensuring T Level technical qualifications - and other technical qualifications approved by IfATE - are designed, developed and approved with appropriately robust assessment strategies (and associated exemplification materials) which meet employers' needs and are capable of delivering valid and reliable assessments for employers and learners

- maintaining oversight of apprenticeship standards and end point assessment plans (EPAs) to ensure: they remain fit for purpose for employers and apprentices; that EPAs are being operated effectively and as intended; that the application of discretions and interventions remain effective and appropriate given their wider implications
 - seeking confirmation that apprenticeship EPAs are effectively quality assured and that there is evidence of high quality, consistent provision of external quality assurance (EQA)
 - monitoring the service provision from those who support IfATE in the delivery of assessments is satisfactory and in accordance with best practice. (This will include the use and performance of: those listed in the Employer Directory; awarding organisations; and external quality assurance providers)
 - advising on the approaches taken by IfATE on innovation in assessment, including maintaining quality within online/digital and future skills assessments
20. Additional responsibilities of the AP include:
- reviewing IfATE's draft annual EQA report
 - advising and/or commenting on proposed adjustments to the EQA Framework
 - making recommendations, as well as responding to PAC requests, for reviews and enquiries related to assessment
 - bringing issues judged to be of significance to the attention of the PAC and Chief Executive
 - being prepared to promote IfATE's role and expertise in assessment

Information requirements

21. 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

22. 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: **September 2023**

Review Due by Date: **September 2024**

END

Energy and Utilities Apprenticeships Advisory Panel

Purpose

1. With the support and encouragement of the energy and utilities sector, IfATE has established an Energy and Utilities Advisory Panel (EUAP). The purpose of this panel is to provide independent, employer-expertise that supports the development and maintenance of apprenticeships and technical qualifications within the energy and utilities sector.
2. EUAP members will be drawn from across the energy and utilities sector and will be asked to consider:
 - the content and coverage of occupational standards, so they reflect the current and future skills needs, including where:
 - new occupational standards and/or technical qualifications are required, and
 - existing standards and/or technical qualifications that could be amended to better meet sector requirements
 - how the energy and utilities sector can support or directly contribute to IfATE's Climate Change and Environmental Strategy, and work to make technical education greener
 - sector direction and intelligence on key IfATE strategic aims, including:
 - a simpler skills system
 - emerging skills / skills gaps / skills shortages
 - equity, diversity, and inclusion
 - continuous improvement

Membership

3. The EUAP shall consist of a maximum of twenty volunteer employer members, drawn from across the sector, including the chair and vice chair. Changes to the size and structure of the panel will only be made with the agreement of IfATE's sponsoring Deputy Director (DD), DD for the Engineering, Construction and Transport Route Group.
4. 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.
5. EUAP members will be appointed through public competition on account of their knowledge as employers in the energy and utilities sector. A terms of appointment contract for panel members will be controlled by IfATE's Partner Communities. Members will be appointed on application and serve for two years and may be re-appointed for up to a further two years on the recommendation of IfATE's Chief Executive. The Chief Executive will appoint the Chair of the EUAP having taken advice from the panel.
6. Panel members may resign before the end of their term by application to the sponsoring Deputy Director.

Attendance

7. EUAP meetings will normally be attended by the sponsoring Deputy Director and other members of IfATE's executive.

8. The Chair may also invite other officials, trailblazer groups, or other relevant individuals to panel meetings if this would aid the panel's discussion of a particular issue, but not as panel members.
9. The EUAP 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 EUAP will make an annual report on perceptions of the panel's impact and opportunities for improvement.

Secretariat

11. The EUAP will be supported by a secretariat provided by the team led by the sponsoring Deputy Director. The secretariat will not be a member of the panel.

Quorum

12. The quorum necessary for the panel to agree recommendations to present to IfATE shall be 50%, including the Chair. Panel 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

13. The EUAP will meet at least four times a year. The sponsoring DD or the Chair may convene additional meetings as deemed necessary, 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

14. The EUAP is responsible for:
 - providing expert advice on the occupations that will be required by the energy and utilities sector now and in the future
 - reviewing IfATE's apprenticeship and technical qualifications and identifying new skill priorities for consideration by trailblazer groups and route panels
 - reviewing IfATE's apprenticeships and technical qualifications and identifying where amendments and updates are required to better support emerging occupations
 - supporting and providing insight on key IfATE's strategic aims, including identifying specific opportunities within the energy and utilities sector for achieving a simpler skills system, anticipating skills gaps and emerging skills, and fairer access to opportunities for all
 - 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 PAC
 - helping to promote the work of the panel to the sector

Information Requirements

15. For each meeting the EUAP will be provided with:

- details of energy and utilities related activity and an outcome summary for apprenticeships and technical qualifications

Other

16. The EUAP 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 IfATE's board committees, including the Product Assurance Committee (PAC), as well as IfATE's Delivery and Policy teams
- 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 PAC for approval

Date: 27 June 2023

Review Due by Date: 27 June 2024

END

Route Chairs Panel

Purpose

1. IfATE's board has established the Route Chairs' Panel (RCP) to make recommendations to the Product Assurance Committee (PAC) and Chief Executive 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, or their representative.

Attendance

5. RCP meetings will be attended by the Deputy Directors from the Delivery Group.
6. The RCP may ask any other officials of the organisation to attend to assist it with its discussions on any particular matter.
7. 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

8. The RCP will report to the PAC and make recommendations for consideration by IfATE. From time to time the PAC may ask the RCP for input on particular issues and the RCP should raise issues of particular significance with the PAC when it feels this is necessary.
9. The RCP will make an annual report to the PAC with regard to the performance of the approvals process and outcomes. The RCP should raise any issues of significant immediate concern with the PAC as it sees fit. The PAC may also invite Route Panel Chairs to its meetings.

Secretary

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

Quorum

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

Frequency of meetings

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

Responsibilities

13. The RCP is responsible for:

- monitoring and commenting on 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 PAC
- providing feedback on the application of the PAC-approved criteria and guidance by the executive as part of the process assurance process
- bringing matters of significance to the attention of the PAC and Chief Executive

Information Requirements

14. 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

15. 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 PAC for approval.

Date: April 2023

Review Due by Date: April 2024

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 and in IfATE's Delegated Authority Letter from the DfE, which should be read alongside this governance framework. The principles are set out below.
3. These delegated limits must be used in accordance with section 28 of the Framework Document, which sets out areas where IfATE should seek Department approval before incurring any expenditure.

Controls requirements

4. IfATE is required to develop and share spending 'pipelines' containing information on proposed commercial procurement, facilities management contracts, digital and technology, and property (leaseholds, property acquisitions and disposal) spending for at least the next 18 months (publishing commercial procurement pipelines).

Gifts

5. IfATE shall record all gifts given and received in a register regardless of whether they have been accepted or declined.

Losses, write offs and special payments

6. 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.
7. 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

8. The delegated limit in relation to contingent liabilities is nil and such proposals must always be referred to the DfE for initial consideration and approval.

Contracts

9. Unlimited authority for contracts, subject to section 28 of the Framework Document and the following exceptions in the categories below, 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.
 - advertising, marketing and communications
 - commercial control, including disputes
 - consultancy
 - professional services
 - contingent labour
 - digital and technology, including identity assurance
 - grants
 - property and facilities management
 - learning and development (Civil Service Learning)
 - redundancy and compensation

Reinforcing financial control

10. 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 their capacity as Accounting Officer.
11. 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

12. 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. a copy of the business case should be sent to the commercial business partner (in case of commercial controls), finance business partner, and the sponsorship team, cc-ing the DfE's Efficiency Controls (EC) team - request.ec@education.gov.uk
 - b. the DfE will aim to send Department approvals back within one week

- c. the Finance Business Partner/sponsorship team will liaise with HMT to seek any necessary approvals
13. 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.
14. 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

Functions of the Chief Executive	Delegated Executive and Financial Authority	Notes
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
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	Policy and Delivery Committee (PDC), then Product Assurance Committee make a recommendation to the board for the board's final decision	<i>This is IfATE's oversight duty introduced by the Skills Act</i>
Deciding what advice or assistance to provide to the Secretary of State (including funding band advice)	<ol style="list-style-type: none"> 1. Approval Committee will discharge this function in respect of individual funding band recommendations, and 2. PDC will discharge this function in respect of general funding policy and any other areas where advice and assistance are formally provided to the Secretary of State 	<i>Both Approval Committee and PDC have a role depending on the type of advice or assistance</i>
Decision to determine occupations (and which of those occupations require similar knowledge, skills and behaviour) and allocate to a route	<ol style="list-style-type: none"> 1. Approval Committee will discharge this function 2. However, the Deputy Director or Head of the relevant route group shall have delegated authority to decide whether a proposed occupation shall proceed to the occupation proposal approval stage 	<i>Includes:</i> <ul style="list-style-type: none"> • <i>occupation proposal approval</i>
Decision to prepare (and, if approved, publish) standards and assessment plans for an occupation (including revised versions of standards or assessment plans)	<ol style="list-style-type: none"> 1. Approval Committee will discharge this function 2. However, the Deputy Director for the relevant route group shall have delegated authority to decide whether to commence work to revise an occupational standard, apprenticeship or technical 	<i>Includes:</i> <ul style="list-style-type: none"> • <i>deciding whether or not to prepare a standard or assessment plan / whether or not an occupation is suitable for an apprenticeship</i> • <i>occupational standard or apprenticeship change process – decision to</i>

Decision	Delegated Authority	Notes
	education qualification	<i>commence work on a revision</i>
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, and trailblazers (and deciding to revise or replace that criteria)	Policy and Delivery Committee	
Decision to approve or reject a standard or assessment plan after it has been independently examined (peer reviewed)	Approval Committee will discharge this function	<p><i>Includes:</i></p> <ul style="list-style-type: none"> <i>deciding to approve or reject standards or assessment plans (including revised standards or assessment plans) after it has been submitted for review to IfATE by the Trailblazer group i.e., occupational standard or apprenticeship final approval process</i>
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)	Approval Committee will discharge the element of this function previously delegated to Compliance Board	<i>This function relates exclusively to deciding to carry out a review where there is a risk of satisfactory apprenticeship end point assessment</i>
Decision to make arrangements for the improvement of assessments	Product Assurance Committee makes a recommendation to the board for the board's final decision	
Decision to report on findings of unsatisfactory quality of assessments	Product 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	Policy and Delivery Committee	<i>IfATE can only approve TQs when they are in a published category – deciding which categories to specify involves</i>

Decision	Delegated Authority	Notes
		<i>policy considerations</i>
Decision to specify an approval test for categories of TQs to be approved under section A2D5	Policy and Delivery Committee	<i>This relates to non-T Level TQs and the type of approval test determines which type of qualifications IfATE is prepared to approve (so involves policy considerations)</i>
Deciding who to consult before specifying a category of TQs	Policy and Delivery Committee	
Decision to approve or reject a TQ under A2D3 or A2D5	<ol style="list-style-type: none"> 1. Approval Committee will discharge this function in respect of TQs approved under section A2D5 ASCLA 2009 (i.e., all TQs that are not T Level TQs) 2. However, the Deputy Director – Commissioning and Development shall have delegated authority to decide whether or not a non-T Level TQ should continue to be considered for approval at any preliminary review stage (for example, the sift and High Level Review stage of the Level 3 TQ approval process) 3. The Chief Executive is authorised to discharge this function in respect of TQs approved under section A2D3 (i.e., T Levels TQs) 	<p><i>Includes:</i></p> <ul style="list-style-type: none"> • <i>final decision to approve or refuse to approve T Level TQs (A2D3) and all other TQs (A2D5)</i>
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	Chief Executive	
Making arrangements (through procurement and contracts) to secure the availability of T Level TQs for approval under A2D3	Deputy Director - Commercial Delivery	

Decision	Delegated Authority	Notes
Making arrangements to secure the availability of TQs for approval under A2D5	Delivery Director	
Deciding (and publishing) criteria for approving TQs	Policy and Delivery Committee	
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 withdraw approval from an approved TQ	<ol style="list-style-type: none"> 1. Approval Committee will discharge this function in respect of occupational standards, assessment plans and TQs approved under A2D5 (i.e., all non-T Level TQs) 2. Decisions to withdraw approval from TQs approved under section A2DE (i.e., T Level TQs) will be taken by the Chief Executive) 3. The Chief Executive is authorised to approve changes to T Level TQs as a result of a revision of an occupational standard or an addition/removal of an occupation to/from a standard (i.e., an “exclusive” change) 4. The Deputy Director – Commercial Delivery is authorised to approve non-exclusive changes to T Level TQs 	<p><i>Includes:</i></p> <ul style="list-style-type: none"> • <i>deciding to withdraw / retire / revise an occupational standard or end point assessment (apprenticeship)</i> • <i>withdrawing approval from an approved HTQ or Post 16 qualification</i> • <i>withdrawing approval from an approved T Level TQ</i>
Deciding to impose or end a moratorium on approval of further TQs	Product Assurance Committee makes a recommendation to the board for the board’s final decision	
Providing advice, assistance or other steps to enable TQs to be made available outside England	Delivery Director and Strategy Director	

Decision	Delegated Authority	Notes
Anything other IfATE considers “necessary or appropriate for the purposes of, or in connection with, its functions”	Chief Executive	

Financial delegations

Certain officials have delegated authority, including to authorise and sign contracts, variations and extensions. The limits of their delegated authority, including financial limits, are enshrined in their delegation letters from the Accounting Officer and are articulated in IfATE’s Operating Model.

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 and Deputy Directors	Delegated Manager
Contracts	Over £2.8m	Up to £2.8m	Up to £100k	Up to £10k

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

15. 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.
16. Contract variations and extensions must follow the Scheme of Delegation.
17. 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.
18. 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.
19. Letters of termination must be authorised by a Deputy Director or above.
20. Non-disclosure agreements, confidentiality undertakings must be authorised by a Deputy Director or above.



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