

Institute for Apprenticeships

Annual report and Accounts 2017-18

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Institute for Apprenticeships Annual Report and Accounts 2017-18

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Section 1 – Introduction

1 Foreword (from the Chair)

It is now just over 5 years since the Richard Review of Apprenticeships was published. His work informed a number of major changes in the apprenticeship landscape in England, including the creation of the Institute, the introduction of an Apprenticeship Levy and the move away from framework apprenticeships, based upon a series of NVQs largely delivered through continuous assessment in the workplace, to standards-based apprenticeships, developed by employers to meet their specific skills needs. In addition, Lord Sainsbury's findings and the review of the Post-16 Skills landscape demonstrated the need to streamline and create a common framework of 15 occupational routes across all technical education, which would lead to high-quality technical qualifications that match employer-set standards.

Establishing the Institute

The Institute was formally established in April 2017 as a non-departmental public body, sponsored by the Department for Education and built on the principles laid out in the Richard's and Sainsbury reviews. It was designed from the outset to be led by employers, who would develop and approve all apprenticeship standards with the operational support of the Institute. Our core function was supporting the development, approval and publication of apprenticeship standards and assessment plans and advising government on the appropriate funding bands for those standards. This process was operational within the first month.

The Institute then built on these foundations, continuing to develop its capacity and capability, but also recruiting over 100 industry experts to fulfil the role of Route Panel members, as well as around 90 peer reviewers, who provide insight and advice to the Institute to inform decisions on new apprenticeships. This first year has been dominated by our formation, set up and the need to quickly develop and embed the processes and capability to deliver our core functions – and these original, inherited processes were then substantially streamlined in February 2018 by the service improvement reforms known as 'Faster and Better'. This work continues.

Next Steps

Whilst we are proud of how quickly and effectively we have established the Institute in our first year, there remains much to do.

We are now focusing on continuing to improve processes to deliver a better customer experience and working with the Department for Education on changes to increase our responsibility for technical education. We have made progress in establishing ourselves and our role within the wider skills sector and we will continue to build relationships and influence thinking and understanding of quality apprenticeships within the overall technical education landscape.

This Annual Report and Accounts focuses on the progress made since the Institute's inception in April 2017. We have also recently released two other publications focused on the future. Our five-year strategic plan which provides the broad context and detail about the key principles the Institute will use in developing its approach and focus. It is published alongside a business plan for 2018 to 2019 which provides greater detail about the shorter term objectives and activities for the Institute in the next financial year.

Institute for Apprenticeships Annual Report and Accounts 2017-18

This Annual Report and Accounts reflects the dedication of the staff at the Institute for Apprenticeships, who have worked hard to create the newly formed organisation and tirelessly to raise the quality of apprenticeships standards in this first year. We sincerely thank them for their efforts.

Section 2 – Performance

2. Performance report

Overview

- 2.1. The purpose of the overview section is to give a summary of the organisation, its purpose, key risks to the achievement of its objectives, and how it has performed during the year.
- 2.2. Our mission is 'to improve access to high quality apprenticeships and technical education in order to transform the skills landscape'. The main focus in our first year has been on quickly establishing ourselves, delivering our core tasks, streamlining and developing our approval processes and introducing quality assurance measures to ensure that employers are at the heart of the development of new apprenticeships standards.
- 2.3. In our first year we have worked with over 2500 businesses of all sizes to develop apprenticeship standards that are rigorous, future-proofed and meet the needs of employers and apprentices alike. We've built up a network of over 100 industry leaders across 15 occupational sectors to form our route panels – ensuring each approved apprenticeship standard meets robust industry requirements.
- 2.4. Through working with employer trailblazer groups and with the support of the route panels, there were 257 apprenticeship standards available for delivery, published on our website at the end of March 2018. The numbers of apprentices starting on apprenticeships standards in March 2017 represented around 3% of all apprenticeships undertaken, that proportion is now approaching 40% of all starts. The increased availability of apprenticeships standards and the exponential growth in starts this last year provide tangible evidence of the success of the apprenticeship reforms and the movement from long-established frameworks to new standards which underlies much of the Institute's work.
- 2.5. The new standards have generally been created at a higher level than the frameworks they replaced, representing employer demand for a highly skilled workforce. In the movement from frameworks to new standards, over 70% of apprenticeship standards approved or in-development are at level 3 or above. Around 20% of all starts on standards have been at levels 4, 5 and 6, compared to frameworks, where higher apprenticeships represent only around 5% of all starts.

So, what's next?

- 2.6. We strive to deliver a high quality service to all of our customers, so in February 2018 we launched our Faster and Better reforms, streamlining our ways of working with employers and Trailblazer groups to develop and approve new standards more efficiently. We are applying these 'lean' techniques wherever possible to standards that are still in development and are listening to feedback and closely monitoring the implementation of these reforms.
- 2.7. We are already seeing improvements following the Faster and Better launch. By the end of financial year 2018/19, we hope to have around 400 standards approved for delivery, and that figure will probably rise to 500 by 2020. We are also reducing the time taken to approve a new standard. As a result of the process improvements to date we have set an ambitious internal performance target of over 80% of all new standards being approved within eight months of the proposal being accepted.

- 2.8. Alongside the improvement of our existing processes, we are using lessons learnt in developing our processes to design and approve the new T levels. We are also working with our partners to develop a quality strategy.

Role and objectives

Our role

- 2.9. At the time of the Institute's launch, Government set out the roles of the bodies accountable for different aspects of the Apprenticeships Programme in an [Accountability Statement](#).

The Department for Education	Has overall accountability for the Apprenticeships Programme and all aspects of Apprenticeships policy.
The Education and Skills Funding Agency (ESFA)	Acts as an executive agency of Government in its operational management of the apprenticeship funding system, including the Apprenticeship Service, and delivers a number of operational functions such as the contracting and audit of training providers and the operation of the Register of Apprenticeship Training Providers and Register of Apprentice Assessment Organisations.
The Institute for Apprenticeships (IfA)	Accountable for designing and operating approvals and review processes for standards and assessment plans having regard to the policy criteria set by government, and for advising employers on the policy and process for developing standards. It is also responsible for advising the government on the funding bands for new standards and providing external quality assurance (as a last resort) of end point assessments when named in an assessment plan. It is also responsible for ensuring all end-point assessments are quality assured.
The Office for Standards in Education, Children's Services and Skills (Ofsted)	Inspects and regulates services that care for children and young people, and services providing education and skills for learners of all ages. For apprenticeships, Ofsted will inspect the quality of apprenticeship training provision from level 2 to level 5. In the case of apprenticeship providers delivering prescribed HE as part of an apprenticeship standard, HEFCE and Ofsted will reach a judgement, informed by joint working.
The Office of Qualifications and Examinations Regulation (Ofqual)	Accountable for the regulation of qualifications, examinations and assessments in England. Where qualifications which are part of the Regulated Qualifications Framework (RQF) are listed as part of an apprenticeship, they will be subject to Ofqual regulation. Ofqual is one of four external quality assurance options. Where Ofqual is asked to provide EQA for a Trailblazer, it will regulate end point assessments as a qualification. Ofqual will also regulate other end point assessments where they fall within the scope of recognition of an Ofqual recognised awarding organisation.
The Higher Education Funding Council for England (HEFCE)	Funds and regulates universities and colleges in England. HEFCE will regulate the quality of degree apprenticeships (level 6 and 7). They will work with Ofsted to reach a judgement for apprenticeship providers at level 4 and/or 5 where the apprenticeship standard contains a prescribed HE qualification.
The Quality Assurance Agency for Higher Education (QAA)	Monitors, and advises on, standards and quality in UK higher education.
The Office for Students (OfS)	Becomes the main regulatory body for providers of higher education in England from 2018, working with a designated quality body to undertake quality and standards assessment functions.

Objectives

- 2.10. Our focus in this financial year was informed by the goals and objectives set out in our [Operational Plan](#), published in April 2017, in response to the Government's published strategic guidance to the Institute for 2017-18. In addition to set up, we had to deliver a number of core functions including:
- i. Developing and maintaining quality criteria for the approval of apprenticeship standards and assessment plans
 - ii. Supporting the development of standards and assessment plans by employer groups and reviewing these with a view to approving quality standards for delivery
 - iii. Advising government on the maximum amount of funding that should be assigned to each apprenticeship standard
 - iv. Maintaining a public database of apprenticeships standards and publishing information illustrating potential gaps
 - v. At regular intervals, reviewing published standards and assessment plans
 - vi. Ensuring all end-point assessments (EPAs) are quality assured, including quality assuring some ourselves where employer groups have been unable to propose one of the other 3 external quality-assurance (EQA) models (employer-led, Ofqual, Professional Body-led) and have named the Institute in their assessment plan
- 2.11. The Institute set about delivering these functions and these are described further in the performance summary table at page 8.

Principal risks and uncertainties

- 2.12. The Institute inevitably faced a number of risks that could have caused our operational delivery to differ from expected outcomes. These risks are detailed below, along with a summary of how these were managed/mitigated in 2017-18.

Risk 1 We have developed our own core narrative, based upon evidence and our understanding, to build our credibility as an employer-led organisation and enable our ability to fulfil our objectives. We recognised that if we didn't engage with and earn the trust of our key stakeholders, this could impact on efforts. We have communicated our narrative widely to all stakeholders through media messages, speeches, articles and through working with our stakeholder reference panel members.

Risk 2 We implemented the Faster and Better service improvement reforms to improve and speed up our approvals process for apprenticeships standards, in response to feedback from our stakeholders that the standards development process was taking too long and was impacting on our trailblazer groups and those ready to apply the standards on the ground. We also improved supporting guidance and submission forms for trailblazers to make the process simpler and more efficient.

Risk 3 By close engagement with the project team, we prepared for the transfer of technical education responsibilities from the DfE to the Institute in a tight timeframe and whilst still establishing our core functions and systems. The new T Levels mark a significant change in the way that technical education is being delivered and the Institute has been working closely with DfE so that the organisation is ready to take on additional responsibility for these in 2018-2019.

- 2.13. For more detail on our risk approach, please refer to page 26.

Going Concern

- 2.14. The Department and Minister's estimates and forward plans include provision for the Institute's continuation and it is therefore appropriate to prepare these accounts as a going concern.

Performance Analysis

- 2.15. In delivering against its objectives, the Institute has paid due regard to the policy steers set out by the Minister of State for Skills' in his Strategic Guidance notice to the Institute on 3 April 2017. The Institute has been supporting the strategic aims and the integrity of the apprenticeships system by assuring the DfE and the Minister of State for Skills' on the development of apprenticeships standards, the quality of apprenticeships and by providing advice to Government on funding provision for apprenticeship training in line with policy advice and as part of regular monitoring meetings and performance reporting. The Institute operates within a framework agreed with the DfE which was established last year and will be reviewed in 2018 and as and when necessary.
- 2.16. In the Operational Plan, published in April 2017, we set out the steps we planned to take to establish the Institute and to begin to deliver our remit. This section provides details of how we have progressed against those original intentions and our strategic objectives, in light of risks to delivery. We did not have a target operating model during the accounting period as we have been establishing processes, our objectives and KPIs. We have since published our strategy and business plan which contains our objectives and success measures on our website and will report performance against this plan in our next Annual Report and Accounts for 2018-19.
- 2.17. We have been deliberately set up to enable employers to make decisions at all stages in the development of standards. The Institute's Board, made up of employers and industry experts, has met 10 times over the last financial year and set the Institute's strategy, reviewed performance and established a strong focus on operational effectiveness and quality. The Board minutes are published on our [website](#). We have also established a number of sub-committees that provide the Board with advice on a range of technical areas such as:
- 2.18. **Approval and Funding Committee**, which has delegated authority from the Board to make final decisions on whether to approve or reject standards and assessment plans that have been scrutinised by the Route Panels and where the Route Panel has made a preliminary determination. It also ratifies funding band recommendations. This committee has met 9 times over the last financial year and during this period has approved 306 proposals, standards and assessment plans and made 63 funding band recommendations to DfE.
- 2.19. **Quality Assurance Committee**, which reviews whether or not standards or assessment plans remain fit for purpose and whether end point assessments are being operated effectively. It acts as an expert adviser to the Board.
- 2.20. **Audit and Risk Assurance Committee – Further details of this can be found in section 3**
- 2.21. **Remuneration Committee – Further details of this can be found in section 3**
- 2.22. **Stakeholder Reference Panel** – This panel has been established and has met 3 times over the last financial year to help the Board to access the wider expertise that the apprenticeships sector has to offer, consisting of provider and employer representative bodies. A consistent message from our engagement with employers and other stakeholders has been an appetite to get involved in helping to make the Institute a success. Recognising that the Board itself is relatively small, the Stakeholder Reference Panel gives a much wider group of sector leaders the opportunity to inform the Institute's work.

- 2.23. **The Route Panels** – There are 15 sector-based Route panels consisting of over 100 industry and assessment experts who review and make considered determinations on whether or not to approve new or revised apprenticeship standards and assessment plans. They bring a strategic perspective to each route. The Route Panels convened when needed for the review of proposed standards and assessment plans. Their recommendations feed into the Approval and Funding Committee. Further details of the Route Panel Chairs and structure is on [the Institute's website](#).
- 2.24. We have appointed respected employer representatives to all fifteen route panels, including chairs to lead panels, across all occupational routes to consider apprenticeship standards and assessment plans developed by the trailblazer groups. Those appointed have all been chosen for their standing in their sectors and for the expertise they bring.
- 2.25. **The Apprentice Panel** – The Institute has established a Panel of Apprentices which reports directly to the Board. The panel consists of approximately ten current and recent apprentices who come from different occupations and have had varying experiences. The main purpose of the panel is to ensure that the views of apprentices are represented across the work and governance of the Institute. The panel decides for itself which issues to focus on and can advise and challenge the Board
- 2.26. **Peer reviewers** – To add further employer focus and scrutiny, we have recruited 90 independent peer reviewers from across a wide range of industries to provide further help with the development of apprenticeship standards. Peer reviewers play a vital role within the Institute as a register of experts who will review and comment on apprenticeship standards and assessment plans. They provide high quality advice that feeds into the recommendations that Institute officials make within the approvals process to Route Panels. Their role is anonymous and they focus specifically on the key quality criteria set by the Institute, providing feedback on whether the learner would reach full occupational competence by completing the apprenticeship standard, and whether an end point assessment validly determines occupational competence.

Reference	Objective	Progress	Performance Data	Next Steps
Objective 1	1.1 Developing apprenticeship standards To successfully absorb and refine an inherited system for developing apprenticeship standards from the Department for Education (DfE) which supports trailblazers to develop apprenticeship standards and assessment plans, manages the approval process and publishes standards when they are ready for delivery.	<p>In time for the launch of the Institute, the basic structures and processes had been implemented and, from day one, the Institute was able to support the development and approval of apprenticeship standards.</p> <p>The structure of approving apprenticeship standards, assessment plans and funding bands has also been developed in line with the Institute's employer-led ethos with the recruitment of route panel chairs and members.</p> <p>Initially the Institute relied heavily on the ESFA for support with the calculation in making funding band recommendations. By autumn 2017, the Institute had developed its own capability and absorbed the responsibility for the whole funding band recommendation process.</p> <p>In February, we successfully launched our 'Faster and Better' reforms, streamlining our approach and supporting our trailblazer groups with a quicker and more effective service. We have:</p> <ul style="list-style-type: none"> • applied 'lean' techniques to reviewing our approach, removing steps and delivering processes in a more efficient manner; • improved the trailblazer guidance published on the Institute's website; • introduced new forms to simplify the process of apprenticeship standards development and approval; • trialed and implemented an intensive workshop approach to apprenticeship standards development, concentrating the efforts of trailblazers and shortening the time taken to develop standards. 	<p>From its inception through to the end of March 2018, the Institute had successfully undertaken 12 rounds of approvals considering apprenticeship standards and assessment plans, each round meeting the six-week approval target.</p> <p>By implementing this process effectively, the Institute has been able to support the generation of quality apprenticeship standards to increase the overall numbers available.</p> <p>These efforts have ensured that now over 2500 employers, across 100 sectors, in over 250 trailblazer groups have developed 257 apprenticeship standards through to publication. Over 276 other standards are currently in the process of being developed.</p> <p>A full table of standards approved for delivery from April 2017 to March 2018 is provided in Annex 1 table 1.0.</p> <p>Over a third of the standards currently being developed are concentrated in two routes; engineering and manufacturing (51) and construction (49). These two routes also account for 111 of the 257 standards already published.</p> <p>Introduced in February, the impact of the Institute's 'Faster and Better' initiative is already evident and the rate of new apprenticeship standards being published has increased to a rate of around 15-20 every month.</p>	<p>There are elements of the 'Faster and Better' initiative which the Institute will fully embed in the next few months. We will continue to review and improve our working methods, utilizing feedback received from trailblazers, route panels and staff to improve working practices.</p> <p>We will also set challenging aspirations for ourselves. We will aim to support the development of over 80% of apprenticeship standards through to publication for delivery within eight months of the proposal being accepted.</p> <p>We will also monitor the overall number of standards available for delivery against our goal of reaching 400 by April 2019.</p> <p>Our progress against these measures will be regularly published.</p>

Reference	Objective	Progress	Performance Data	Next Steps
Objective 1 <i>continued</i>	<p>1.2 Making Funding Band Recommendations</p> <p>To absorb the approach to giving funding band allocation advice to the DfE from the Education and Skills Funding Agency (ESFA) for the maximum amount of funding that should be assigned to each apprenticeship standard. Once absorbed, to consider how that calculation and process could be improved.</p>	<p>Whilst in the first instance, the Institute relied heavily on the ESFA for support with the required calculation in making funding band recommendations, by autumn 2017, the Institute had developed its capability and absorbed the responsibility for all elements of the calculation used for making band recommendations.</p> <p>The inherited process, however, was not wholly fit for purpose and the Institute's funding team worked quickly to develop a short-term improved calculation whilst they started the process of considering, consulting and developing a robust long-term approach for funding band recommendations.</p> <p>The improved calculation was introduced, initially alongside the existing inherited calculation. The two processes are being run in a dual approach with trailblazers given the opportunity to choose the approach used. It anticipated that the improved calculation will in time be used on its own.</p> <p>Work on developing the longer-term process and calculation continues utilizing clear and robust analytical support from the Institute's Data Science team.</p>	<p>The Institute has made 63 final funding band recommendations to DfE (From 01 April to the end of March 2018). All the Institute's final funding band recommendations have been approved by DfE ministers without change. Details of standards approved for delivery and associated funding bands are published on our website.</p>	<p>The Department for Education announced in May 2018 that it would be increasing the number of funding bands for apprenticeships from 15 to 30. The Institute therefore has to ensure that its approach remains valid in light of the change.</p> <p>The Institute has also been asked to consider a retrospective review of those funding band allocations already made. This review will be completed during the 2018/19 financial year.</p> <p>Lastly, the Institute needs to continue its work on developing its long term approach to funding band recommendations, meeting its long term aspiration of having an approach to funding band advice which is valued and trusted by all those involved in the apprenticeship programme within five years.</p>

Reference	Objective	Progress	Performance Data	Next Steps
Objective 1 <i>continued</i>	<p>1.3 Conducting reviews of standards and assessment plans</p> <p>A core, statutory responsibility of the Institute is to regularly review the 15 occupational routes and the individual standards within them, to ensure apprenticeship and technical education provision is high quality, and that employer demand is being met.</p>	<p>The Institute has agreed the approach to reviews with the Board, with the first pilot to take place on Digital. The reviews will take a strategic view across each route considering whether the mix of occupations reflects the labour market, and the needs of employers, apprentices and the economy. Each review will also look at individual standards and assessment plans to determine how they relate to others in the route, and whether they underpin high-quality apprenticeships. The process will draw on a range of data monitoring and consultation with employers, including trailblazer groups, and other stakeholders through surveys, meetings and roundtables.</p>	<p>The Institute will begin this programme of reviews by April 2019, starting with the Digital route review as a pilot.</p> <p>Once the first pilot review has concluded, we will publish the schedule of reviews. Current standards will continue beyond any expiry date until a review has taken place.</p>	<p>The relevant route panel and the Institute's Board will oversee the reviews. Where there is a pressing requirement for an evaluation, the Institute may undertake an exceptional review.</p>

Reference	Objective	Progress	Performance Data	Next Steps
Quality – 2.1 Developing and maintaining quality criteria for the approval of apprenticeship standards and assessment plans with the development of a Quality Statement and a Quality Strategy	<p>To establish a panel of interested and expert organisations known as 'the Quality Alliance' to provide advice on quality to the Institute's Board.</p> <p>To establish a quality statement and strategy that all our partners can agree and work with. One that inspires all of us at the Institute, and across the wider apprenticeship landscape, to strive for excellence.</p> <p>To ensure that EPA plans are high quality and can be consistently interpreted by EPA organisations responsible for delivering valid assessments.</p> <p>As the organisation responsible for the overall approach to EQA, we have worked hard with employer groups, professional bodies and Ofqual to ensure that consistent and effective quality assurance is delivered by all the organisations providing EQA services.</p> <p>We also had to establish a mechanism as a provider of EQA for standards where the Trailblazer deems this the most appropriate solution.</p>	<p>The Quality Alliance has been formed of all key apprenticeship quality partners and has met 3 times.</p> <p>The Quality Statement, which the Institute and its Quality Alliance has developed to define what a high quality apprenticeship looks like, was made available for consultation at the end of September.</p> <p>We consulted widely with our partners, employers and stakeholders to get their views and understand what quality really means to them and consequently used the feedback to finalise the Quality Statement and its key indicators.</p> <p>We amended high level policy criteria and clarified occupational competence. We have also enabled an extended period of on and off the job training (at least twelve months duration with a minimum of 20% of the time in off the job training) which develops not only the knowledge and skills required but also the additional transferable skills which allow an apprentice to deal with new employers, situations, problems and equipment.</p> <p>The Institute has worked with trailblazers and through our robust approvals process to ensure that EPA plans are high quality and can be consistently interpreted by EPA organisations to deliver valid assessments. The feedback we have received from assessment organisations is that this is working and the plans we are now approving are indeed high quality.</p>	<p>There were 340 responses to the consultation, of which, 68% were from employers. The response was positive especially from employers with strong support for the Quality Statement and its content and a number of good suggestions.</p> <p>The final Statement was published on the Institute's website, in November 2018.</p> <p>The Institute is allowing the use of off-the-job qualifications where appropriate and this is now reflected in our new Trailblazer guidance published in April 2018.</p> <p>We have reviewed and approved 138 assessment plans across the first 11 cycles of the Institute's approvals process.</p> <p>146 organisations were registered as EPAOs to deliver end-point assessments against 179 apprenticeship standards at year end. Over 98.4% of all apprentices, (that's 110,983 apprentices) on a standard are covered by an EPAO and of apprentices due to undertake EPA in the next 12 months; 99.9% (that's 54,181 apprentices) are on a standard with an EPAO in place. For the remaining 0.1% (that's 35 apprentices) the ESFA are working with prospective EPAOs to ensure arrangements are in place before apprentices reach end-point assessment.</p>	<p>We intend to use this Quality Statement as the core reference point for our work on apprenticeships and we will expect employers, colleges, providers and universities to use it when considering the design and quality of their own apprenticeships.</p> <p>We are also using the statement as the basis for a Quality Strategy, which we are currently developing with the alliance and with the views of employers, our apprentice's panel and our stakeholders.</p> <p>We are working with approved providers to help them develop their approaches and bringing them together periodically to share best practice.</p> <p>We continue to work with partners to ensure consistency of EQA.</p> <p>We are preparing for an increasing number of assessment plans to review due to the Faster and Better initiative.</p> <p>We continue to deliver EQA where this is deemed an appropriate solution.</p>

Reference	Objective	Progress	Performance Data	Next Steps
Objective 2 <i>continued</i>	2.2 Ensuring all end-point assessments are quality assured, including quality assuring some ourselves where employer groups have been unable to propose one of the other 3 external quality-assurance models.	<p>We have been working with DfE and ESFA as appropriate to ensure end-point assessment organisation coverage across all standards with learners in learning. The ESFA maintain the Register of End-Point Assessment Organisations. We continue to work with the ESFA to ensure EPAOs are in place on the small number of standards with learners approaching EPA where no EPAO is currently in place.</p> <p>We have:</p> <ul style="list-style-type: none"> • Set out in online guidance what EQA is • Begun approving proposals for employer-led/professional body approaches • Set out standard documents/templates for EQA <p>In terms of our own EQA service, we initially implemented an in-house approach whilst undertaking the sourcing and contracting of an organisation to carry out the role on our behalf. An organisation called 'Open Awards' were awarded the contract from 1 August 2017, and we are working closely with them and monitoring the delivery of the EQA service.</p>		

Reference	Objective	Progress	Performance Data	Next Steps
Objective 3	<p>3.1 Migration of technical education</p> <p>The Institute is preparing to deliver an expanded remit on technical education and we have been and remain actively involved in discussions with the Department for Education over the details of the transition, including timescales and resources.</p>	<p>We assumed responsibility for the creation and management of occupational maps, a core element of the proposed approach to technical education development, on 8 November 2017. We have since consulted on occupational maps and the consultation has attracted over 380 responses. The consultation sought feedback from our stakeholders to ensure the maps provide a coherent framework for Apprenticeships and broader technical education – recommendations have been made to our Route Panels for review.</p> <p>We continue to work closely with DfE on the development of the Outline content and the commercial aspects of the T level delivery. In addition we will agree with DfE a point where the Institute will take responsibility for the delivery of T Levels.</p>	<p>We have published the results on 27 May alongside the DfE's own consultation publication on T Levels.</p>	<p>We know we have a major remit to deliver on technical education and we will ensure that transfer of responsibilities align with realistic agreement on resourcing and timescales. We have begun recruitment to ensure we have the capability and capacity to deliver our remit with the backing of the DfE. We are recruiting commercial delivery expertise to enable us to develop and deliver a commercial strategy and model that is fit for purpose.</p>
Objective 4	<p>4.1 Develop engagement and communications</p> <p>To publish our operational plan, which set out our intentions in April 2017.</p>	<p>We have undertaken a number of route panel, employer and all stakeholder events to engage our stakeholders and communicate key message about our role, work and goals.</p>	<p>We have expanded our quarterly Stakeholder Reference Panel to include more employer representatives, and our Faster & Better reforms in February were very positively received by employers and stakeholders alike.</p> <p>We have designed and developed the Institute website, which is receiving increasing visibility on Google and Bing month on month. Our digital comms is also supported by our social media activity, which we have built up from scratch to c.2,000 followers this year.</p> <p>We are currently in the process of finalising our information strategy so that we can use the information we hold more effectively and efficiently in supporting the the Institute and the wider apprenticeship reform programme.</p>	<p>We need to develop a clear communications strategy (aligned to the Institute's strategic plan and information strategy) by the summer 2018, to ensure a more 'front-footed' approach to our communication and more effective projection of the Institute's aims and mission. To support this, we need to harness our information and use it in the most effective way; develop clear communication plans to support staff with delivery and use our partners and advocates to support and amplify our messaging.</p>

Reference	Objective	Progress	Performance Data	Next Steps
Objective 4 <i>continued</i>	4.2 Develop a Digital Service and maintain a public database of apprenticeships standards and publishing information, illustrating potential gaps To launch our new website.	We launched our new website on 9 October 2017 and this offers employers and stakeholders a more user-friendly digital interface with the Institute. It enables us to communicate in a more efficient and timely way and we have used the website to maintain a record of and regularly publish up to date information on those apprenticeship standards that are in development or approved for delivery. This information can be accessed by our stakeholders.	The website was launched before 31 March 2018. The IFA's internal record management system (RMS) is also operational and accessible by all teams. The RMS continues to be developed as part of the Faster and Better reforms in order to simplify and speed up the Institute's internal processes, and improve access to timely and useful management information.	We are continually seeking ways to improve our website and communications channels, this is part of the development of our communications strategy. Furthermore we continue to develop the RMS and aim to improve this before April 2019.
	4.3 Obtain and consider feedback and insight Obtaining the views and feedback from those involved in apprenticeships has been vital to our continued development. The Quality Alliance has provided input in respect of quality, but we have also established the Apprentice Panel and the Stakeholder Reference Panel as part of our approach to listening to the whole apprenticeship sector, feeding directly into the Board.	We have undertaken a survey in the summer 2017 to obtain feedback from Trailblazer employers, on the level of service they receive from our Relationship Managers and what they would like to see in the future. The overall feedback was positive with some comments and suggestions on having clear roles and responsibilities between Trailblazers and Managers, more advice up front and more information on the progress of standards (digitally). We have subsequently implemented actions to account for the feedback through the delivery of our "Faster and Better" change project.	Interviews were carried out with 15 Trailblazer Chairs in June and July 2017 and the Institute carried out a survey in August 2017 to determine how it could support Trailblazers better. There were 152 responses to this survey. The majority strongly supported the concept of Trailblazer groups bringing together employers to produce an apprenticeship for their own industry supported by the Institute's relationship managers. Concerns were raised over the overall standards development process taking too long and eroding engagement and inconsistencies in policy messaging. Feedback has since been taken forward with the launch of the Faster and Better change project and through better and more tailored communications and support (via webinars and intensive workshops).	We need to continue to understand the views of employers and trailblazers and as such we will continue to engage with those employers we are working with, to assess their view of the service we are providing. Most importantly, we will build in a feedback loop that will enable trailblazers who come to the end of the standards development process, to feedback to us on their experience, and what we can do to improve. We will celebrate and share experiences using our website.

Reference	Objective	Progress	Performance Data	Next Steps
Objective 5	<p>5.1 High performing workforce where people are proud to work</p> <p>To staff the organisation, we have recruited a group of talented and motivated individuals from a variety of backgrounds, each chosen both for the skills and experience they can bring and their potential to develop with the organisation. We were operational with approximately 40 staff members in April 2017 and increased our capacity and capability over the course of the year. At the end of March 2018, we have 89 permanent staff operating from two main office locations in Coventry and London. The Institute also has a fully functional digital management system through its own website and an in-house information and performance management system.</p>	<p>Our 89 members of staff have all been successfully inducted into the organisation, are aware of the Institute's core purpose (and how their role fits into that purpose) and have been given the tools and support to deliver their responsibilities effectively. The organisation has a core set of values, staff procedures and a people plan which staff adhere to in ensuring a common understanding of objectives and goal alignment.</p>	<p>Our recent All Staff Survey showed extremely positive results in terms of staff engagement, which was at 70%. There were a number of other areas which also showed great results, such as staff being interested and passionate about the work that they do, staff feeling that they are treated fairly by and can put their trust in their team and their manager, and staff feeling that they are proud to tell others that they are a part of the IFA.</p> <p>There were however a few areas in which the Institute could improve further and these have been discussed by the Board. See para 3.83 page 32 for further details.</p>	<p>Following feedback from employers and stakeholders, we are now moving into a developmental period to further develop our capability, understanding and approach.</p> <p>The People Forum (which was put together as a direct result of the People Survey) has created an action plan which will be used to implement and monitor the actions for either improving or sustaining the results of the survey over the oncoming months.</p>

Performance on other matters

Sustainability

2.27. We adopt the Department's policies on sustainability. We aim to manage our business in an environmentally sustainable way and the Department's Annual Report and Accounts report on all agencies' performance. In 2017-18 the Department met or exceeded the Greening Government Commitments (GGC) 63 targets for greenhouse gas (GHG) reduction, water, paper use, waste arising and recycling as well as reducing associated financial costs. Further information on the Department's policies on sustainability is contained within their ARA 2017-18.

Social and community issues

2.28. We are a customer-focused organisation delivering high-quality services through our skilled and effective people in an environment of continuous improvement, to support employers to deliver quality apprenticeship standards.

2.29. We encourage our employees to take up volunteering opportunities as well as supporting employees' continuing professional development. We give employees a minimum of three special paid days leave for volunteering each year. In addition, the Department encourages employees to be reservists for the armed forces. Employees can receive at least 15 days paid special leave a year to fulfil their commitments.

The next 12 months

2.30. The first twelve months of the Institute has seen us make substantial progress as a start-up organisation to develop the capability and structures to deliver our core functions. We do, however, recognise there is more to do.

2.31. Our Board have given much thought to the principles which should underpin the way in which the Institute addresses the next phase of its development. These thoughts have been concentrated into three strategic principles and a [strategic plan](#) for the next five years which the Institute published on 4 July 2018.

2.32. The strategic plan sets out the vision for development, and the practical steps for what the Institute will do (and how it will measure progress) are contained in its Business Plan for the 2018-19 financial year, which was published alongside the strategic plan. The Institute is mindful that it is vital that such a document remains relevant in the face of potential changes to our remit, so it will be kept up to date throughout the year, to ensure it remains relevant and focussed.

2.33. The business plan provides details of the Institute's nine corporate objectives for the period April 2018 to March 2019 and the key aims of the Institute's teams for the same period to support the delivery of those objectives – ensuring full alignment of the work of individual teams all the way through to the Institute's ultimate mission of improving access to high quality apprenticeships and technical education.

2.34. At publication, the Institute's nine corporate objectives for the 2018-19 financial year were:

- to plan and introduce the aspects of the Technical Education remit agreed for transition with the Department for Education in a timely manner;
- through the Quality Strategy, ensure that the Quality Statement is fully implemented and understood across the apprenticeship landscape;
- to ensure that effective external quality assurance is undertaken for all apprenticeship standards and timely and insightful feedback loops are in place and acted on;
- to have implemented the improvements in the 'faster and better' initiative by April 2019;

- to have reached 400 published apprenticeship standards by April 2019, giving due regard to appropriate coverage of the occupational maps and the priorities and diversity of the modern economy;
- to have clearly defined and developed the Institute's relationships with employer partners, trailblazers, route panel members and stakeholders to ensure mutual benefit and satisfaction;
- to have implemented a fully interactive and digital solution for the management of stakeholder and trailblazer interaction as a tool for collaboration;
- to have built on the feedback provided through the Institute's People Survey, developing and implementing a people plan with activities which promote effective engagement, development and retention; and
- to deliver its core narrative and messaging to improve understanding of the apprenticeship landscape.

2.35. The Institute's Business Plan also provides details of the high-level performance metrics the Institute's Board will use to track progress against objectives. A balanced scorecard of these performance indicators will be made available on the Institute's website at appropriate times during the year and will inform the performance section of the Institute's Annual Report and Accounts at the end of the next financial year.

Correspondence and Complaints

2.36. The Institute is always pleased to hear from those interested in the development and delivery of quality apprenticeships and technical education. As such, we have established a designated enquiries email route into the Institute and a process for ensuring that communications are considered and responded to or dealt with in an effective and timely manner. Since being established and until the end of March 2018, the Institute received and dealt with 1284 enquiries on a huge range of topics relating to apprenticeships and technical education. Many of these have been appropriately sent to the Institute to respond to but some have had to be re-directed to other agencies such as the Education and Skills Funding Agency or the Department for Education as the enquiry related directly to their areas of responsibility.

2.37. As an organisation which makes decisions and recommendations on such an important area as apprenticeships and technical education, we understand that sometimes people will not like the way we are delivering our service. Equally, there will be times when hearing from those who are not happy about what we have done gives us vital feedback and an opportunity to do things better. The Institute has published a clear procedure on its website for how complaints can be made and have established a single complaints inbox for emails to be submitted to. Between April 2017 and March 2018, 31 complaints have been received by the Institute. The overwhelming majority of complaints have been about the quality of an employer delivering an apprenticeship or about unfair treatment of an apprentice. Whilst acknowledged, the subjects of these complaints do not fall under the remit of the Institute and have been passed on to the appropriate agency for consideration. The Institute continues to work on processes for gathering insights that feed our continuous improvement.

2.38. As a non-departmental public body, the Institute is required to comply with freedom of information legislation and respond in an appropriate and timely manner to any requests for information made. Between April 2017 and March 2018, the Institute received and responded to 9 requests made under the freedom of information act.

2.39. As the key developer of apprenticeship standards and assessment plans, trailblazers put in considerable work in developing the proposals considered by the Institute's Route panels. The decisions and recommendations made following these panels is then appealable under specific criteria set out in the Institute's published appeals procedure. Any of the decisions or recommendations the Institute makes in relation to apprenticeship standards and assessment plans (including funding band recommendations) are appealable by the

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trailblazer if the criteria are met. Between April 2017 and March 2018, the Institute received 15 appeals submissions. 11 of these submissions related to funding band recommendations and 4 were upheld. 4 appeals were about the process of standard development and all were rejected. There are no on-going appeals from April 2017-March 2018.

- 2.40. Whilst the Institute has a structured process for 'whistleblowing' of improper activities, the Institute has had no cases considered that fit this criteria.

Sir Gerry Berragan
Chief Executive
Institute for Apprenticeships
Date: 10 October 2018

Section 3 – Accountability Report

The Director's Report

- 3.1. The Institute's Chair, Board and Chief Executive have decision making authority at Board level as per our governance framework and they are supported by Board members, Senior Management and staff in discharging their duties.
- 3.2. Peter Lauener was interim Chief Executive between April and November 2017 and he represented the Institute at Board level as an Executive Board member, following which Sir Gerry Berragan was appointed Chief Executive from 27 November 2017 to date.

Institute Board members



3.3. Our board members from April 2017 to March 2018:

- Antony Jenkins (Chair)
- Sir Gerry Berragan: (Board member to November 2017, then Executive Board member/Chief Executive, Institute for Apprenticeships, replacing Peter Lauener as Chief Executive)
- Dr Katherine Barclay: Director, UK Skills, Worldwide R&D, Pfizer Ltd
- Paul Cadman: HR Director, Walter Smith Fine Foods Ltd
- Dame Fiona Kendrick: Chairperson, Nestle UK and Ireland
- Dame Asha Khemka: Principal and Chief Executive, West Nottinghamshire College Group
- Robin Millar CBE: Chairperson, Blue Raincoat Chrysalis Group
- Toby Peyton-Jones: HR Director, Siemens UK and Northern Europe
- Bev Robinson OBE: Principal and Chief Executive, Blackpool and The Fylde College

Register of Interest

- 3.4. The Institute maintains a register of interests which contains details of company directorships and other significant interests held by IFA Board members. The Institute will be publishing the register on its website in autumn 2018 and will update this publication annually.

Report on personal information breaches

- 3.5. All departments are required to report personal data related incidents that have occurred during the financial year, in accordance with the standard disclosure format issued by the Cabinet Office.
- 3.6. The Cabinet Office defines a 'personal data related incident' as a loss, unauthorised disclosure or insecure disposal of protected personal data. 'Protected personal data' is data that the Department or its delivery partner agrees the release or loss of which could cause harm or distress to individuals, including as a minimum:
- information that links one or more identifiable living person with information about them the release of which would put the person at significant risk of harm or distress
 - any source of information about 1,000 or more identifiable individuals, other than information sourced from the public domain.
- 3.7. We had no protected personal data related incidents that fell within the criteria for reporting to the Information Commissioner's Office in 2017-18.

The Statement of Accounting Officer's Responsibilities

- 3.8. Under the Apprenticeships, Skills, Children and Learning Act 2009, the Secretary of State has directed the Institute to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the Institute and of its net expenditure, changes in taxpayers' equity and cash flows for the financial year.
- 3.9. In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Financial Reporting Manual (FReM) and in particular to:
- observe the Accounts Direction issued by the Secretary of State, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis
 - make judgements and estimates on a reasonable basis
 - state whether applicable accounting standards as set out in the FReM have been followed and disclose and explain any material departures
 - prepare the accounts on a going concern basis.
- 3.10. The Permanent Secretary, as Principal Accounting Officer of the Department, has designated me as the Accounting Officer of the Institute. The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the organisation's assets, are set out in Managing Public Money, published by HM Treasury.
- 3.11. As Accounting Officer, I confirm that:
- there is no relevant audit information of which the auditor is unaware
 - I have taken all the steps that I ought to in order to ensure that I am aware of relevant audit information
 - I have taken all the steps that I ought to in order to establish that the Institute's auditor is aware of the information.
 - I confirm that the Annual Report and Accounts as a whole is fair, balanced and understandable and I take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

The Governance Statement

- 3.12. This governance statement describes how duties have been carried out over the 2017–18 financial year.
- 3.13. Prior to my appointment, on 27 November 2017, this responsibility was held by my predecessor, Peter Lauener, and I have taken assurance from him that internal controls had been observed during the period covered by him. This is in addition to the assurance from the oversight, support and challenge of the Institute’s Audit and Risk Assurance Committee.
- 3.14. Having established good corporate governance arrangements, the Institute is still maturing and developing its systems to ensure compliance with the Corporate Governance in Central Government Departments: Code of Good Practice where relevant to the Institute and its remit and in reviewing the effectiveness of governance.
- 3.15. The Institute’s Board provides the Chair of the Board with the opportunity to hold me, as Chief Executive, to account for the performance of the Institute. The Board is responsible for developing and monitoring the strategic planning of the Institute. It oversees corporate performance, the use of financial and human resources, provides oversight of risk management, and ensures maintenance of a sound system of internal control through the assurance of the Audit and Risk Assurance Committee, which includes adequate sources of assurance that internal controls and risk management processes are working effectively and that the Institute is compliant with all policies.
- 3.16. Each month, I convene and chair a programme board, whose membership comprises the Institute’s chief operating officer, chief financial officer, chief of staff, deputy directors and relevant heads of legal, HR, and programme office. Wider departmental representation and advice is provided by the Department’s HR Business Partnering team in an advisory capacity. Members of the Institute’s Senior Management Team attend to report on delivery progress against corporate business planning and risk and issue management as required.
- 3.17. Visibility and assurance of progress and an assessment of confidence in delivery of the Institute’s workstreams are provided to the Institute’s Board. The Board receives regular reports on the Institute’s progress, performance and risks which are subject to challenge at the meetings and are revised as required. Performance and risk is examined in more robust detail by the Institute’s Audit and Risk Assurance Committee and, if appropriate, escalated to the Institute’s Board for information or action.
- 3.18. The Institute’s Board considers financial reports provided by the Institute’s finance team. These are produced in-line with departmental standards and processes and allow the Board to take informed decisions on programme and administrative resources based on their remit. The Board also routinely considers HR management information provided through the Institute.

The Institute Board

- 3.19. The Board provides leadership and direction, setting our strategic aims, values and standards. Its work is governed by the Institute’s [governance framework](#).
- 3.20. The Institute’s Board has a responsibility to ensure that the Institute complies with its statutory responsibilities, relevant legislation and government accounting rules in relation to its use of public funds. The Board oversees the Institute’s performance and provides support and challenge to the Chief Executive in discharging his duties.
- 3.21. During 2017-18, the Board consisted of the Chair, the Chief Executive and 8 non-executive members appointed by the Secretary of State for Education. These members were appointed by the Secretary of State for terms no longer than 5 years. Board members may be re-

appointed as their terms expire, but there is no automatic right to this. The Institute's Chair and Board will conduct a board effectiveness survey after its first year of operation and in light of the Institute's key risks.

- 3.22. No member has left the Board since its inception with the exception of the Executive member, Peter Lauener. In October 2017, 1 Non-Executive became the CEO of the Institute so there are 8 Non-Executives in total as at 31 March 2018.

Table 3.231 Board members and the Committees on which they served on, during the year ending March 2018

Board Member	Date of appointment	Term of appointment	Membership of Board Committees as % of time	
Antony Jenkins	01 April 2017	5 years to 31 March 2022	Remuneration Committee	0% – this Committee didn't meet in 2017 because the Institute was still in its infancy.
Peter Lauener	01 April 2017	interim – 8 months	Audit and Risk Assurance Committee	100% - based on attendance whilst in post
Sir Gerry Berragan	01 April 2017	5 years to 31 March 2022 (but changed his position as Board member in November 2017 and became CEO from 27th November 2017)	Audit and Risk Assurance Committee	100%
Dr Katherine Barclay	01 April 2017	5 years to 31 March 2022	Approval and Funding Committee	100%
Paul Cadman	01 April 2017	5 years to 31 March 2022	Quality Assurance Committee	100%
Dame Fiona Kendrick	01 April 2017	5 years to 31 March 2022	Remuneration Committee	0% – this Committee didn't meet in 2017 because the Institute was still in its infancy.
Dame Asha Khemka	01 April 2017	5 years to 31 March 2022	Quality Assurance Committee	100%
Robin Millar CBE	01 April 2017	5 years to 31 March 2022	Approval and Funding Committee	100%
Toby Peyton-Jones	01 April 2017	5 years to 31 March 2022	Audit and Risk Assurance Committee	100%
Bev Robinson	01 April 2017	5 years to 31 March 2022	Approval and Funding Committee	100%

Details of Committee structure and volumes of membership

- 3.23. There are a number of Committees that feed into the Board and their role and membership is described below.

Audit and Risk Assurance Committee

- 3.24. The Board have set up an Audit and Risk Assurance Committee chaired by an independent non-executive member (Toby Peyton-Jones) to provide independent advice, through this committee, on the organisation's risk management, governance and internal controls.
- 3.25. The Audit and Risk Assurance Committee provides advice and assurance to the Board and to me, as Accounting Officer, on the adequacy and effectiveness of our internal controls, risk management processes and governance arrangements.

- 3.26. It also oversees internal and external audit arrangements covering both financial and non-financial systems. The committee normally meets 4 times a year, although the committee chair may call additional meetings as necessary.
- 3.27. The committee consists of up to 2 members of the Board and an independent member, Martin Doel, who was initially appointed as a member in September 2017 for a term of 2 years.
- 3.28. The Accounting Officer attends meetings of the committee along with the Associate Directors/ Head of Finance and the Head of Legal. Internal auditors, the DfE and the National Audit Office also attend. Other members of Institute staff attend where appropriate.
- 3.29. The committee considers all aspects of internal control including risk management (strategic and systemic), financial management and assurance, information security and counter fraud, supported by reports from the internal and external auditors. During 2017–18 the committee reviewed the findings of audit reports on regulatory compliance, readiness and risk management, the process of apprenticeships standards development, the organisation's External Quality Assurance and our financial management and governance.

Quality Assurance Committee

- 3.30. The Board have established a Quality Assurance Committee chaired by an independent non-executive member (Dame Asha Khemka). The purpose of this Committee is to achieve high quality standards and raise quality. It ensures that end-point-assessment of apprenticeship standards is of consistently high quality and helps drive a culture of continuous quality improvement throughout apprenticeships.
- 3.31. The Quality Assurance Committee ensures that apprenticeship assessments are quality assured, reviews whether or not standards and assessment plans remain fit for purpose, whether end point assessments are being operated effectively, and ensures that there is consistency across external quality assurance (EQA) options.
- 3.32. The Committee normally meets at least 4 times a year.
- 3.33. The Committee consists of 2 members of the Board and three independent members – Jim Iley, Isabel Sutcliffe and Ben Blackledge – who were appointed as members in July 2017 for a term of 2 years. Other members of Institute staff attend where appropriate.

Approval and Funding Committee

- 3.34. The Board have established an Approval and Funding Committee chaired by an independent non-executive member (Dr Katherine Barclay). The purpose of this Committee is to make final decisions on the approval of apprenticeship proposals, standards, assessment plans and to make recommendations on behalf of the Institute on funding bands, which will be put to DfE for final approval.
- 3.35. The Approval and Funding Committee also ensures that decisions made by the Route Panels conform to the policy and requirements on quality, suitability and breadth of the Institute as defined by the Institute's own terms of reference and Board decisions. It also ensures that the Institute, via the Route Panels, is following guidelines on overall funding policy, and that there is consistency of approach to proposals, standards, assessment plans and funding recommendations across the 15 Route Panels.
- 3.36. The Committee normally meets at least every six weeks aligning with Route Panel meetings and in order to meet approval process deadlines.
- 3.37. The Committee consists of 3 members of the Board and other members of Institute staff attend where appropriate.

Remuneration Committee

- 3.38. The Board have established a Remuneration Committee chaired by the Chief Executive Officer (Sir Gerry Berragan). The purpose of this Committee is to establish and conduct a formal and transparent process for the remuneration packages for the Chair of the Institute, Board members, the Chief Executive Officer, along with independent members of Board Committees, Route Panel chairs and members and the Institute's senior civil servants.
- 3.39. The Remuneration Committee considers and makes decisions on the framework and policy for remuneration (within the flexibilities allowed by wider government guidance); and the total individual remuneration packages of those listed above in paragraph 3.38.
- 3.40. The Committee reviews the ongoing appropriateness and relevance of the remuneration policy (within the flexibilities available); and has full authority to commission any reports or surveys which it deems necessary to help fulfil its obligations.
- 3.41. No Board members are involved in any decisions as to their own remuneration. The remuneration of the Chief Executive Officer is a matter for the Chair of the Board. The Chief Executive Officer is not involved in any decisions relating to their own remuneration.
- 3.42. The Committee meets on an annual basis, and consists of at least two and no more than four members of the Board. The Chief Executive Officer chairs the Committee, and a representative from DfE HR also attends the meeting.

Committees reporting to the Board

- 3.43. Each Committee reports on its own work to the Board meeting following the committee meeting. Principal items of committee business in 2017-18 were:

Audit and Risk Assurance Committee

- overseeing risk management
- overseeing staff/stakeholder procedures
- agreeing the 2017-18 Internal Audit plan;
- monitoring progress against the 2017-18 Internal Audit plan;
- reviewing internal audit reports and monitoring the implementation of audit recommendations;
- reviewing the end year audit report
- reviewing the 2018-19 internal audit plan

Quality Assurance Committee

- agreeing its remit and terms of reference
- reviewing the Institute's Quality Statement and indicators
- reviewing the Institute's Quality Strategy
- monitoring the Institute's interim external quality assurance process
- monitoring the Institute's assessment process
- monitoring quality data and areas of responsibility with the approvals process
- agreeing quality issues that the Committee should focus on.
- approving external quality assurance providers
- approving external quality assurance reports
- monitoring conflicts of interest with external quality assurance providers.

Approval and Funding Committee

- approving apprenticeship proposals, standards and assessment plan recommendations from Route Panels
- agree recommendations on funding bands, which were put to DfE for final approval.
- reviewing standards in the Engineering and Manufacturing; and Transport and Logistics routes.
- reviewing the triennial review of standards process
- reviewing decisions and lessons learnt from appeals
- reviewing progression of Route Panel member recruitment
- reviewing data and statistics on approvals and the communications plan associated with this.
- reviewing the Committees' own role, responsibilities and processes.
- overseeing the transition to the new funding process.

Remuneration Committee

- The Committee did not meet in 2017-18 as the Institute had only been operating for one month at the point at which the Committee was due to take place. The Committee will meet for the first time in July 2018.

Management control activities

- 3.44. The Chief Executive has delegated responsibility from the Board for leading the organisation and is the Executive decision maker at Board level. The Chief Executive determines which duties are discharged through members of the Senior Management Team (SMT), individually through line management arrangements, and works with the IfA Board to discharge duties as a collective. The Chief Executive is supported by his SMT where appropriate at the Board including regular finance representation through his Chief Financial Officer to ensure good management of resources (financial, assets and people). Management control is governed through the [governance framework](#) and programme arrangements which are reviewed to ensure they are fit for purpose and reflect what the business needs.
- 3.45. The Chief Executive and his senior managers meet regularly to maintain momentum on delivery of the Institute's objectives and priorities. They provide oversight of progress and performance, reviews risks and issues, and agrees on matters to be escalated to the Institute Board as appropriate.

RISKS

Roles in risk

3.46. The Institute has identified a broad set of roles and responsibilities in its risk management. The table below sets out roles in relation to risk.

Post	Role in risk
Accounting Officer	The Accounting Officer should set an appropriate tone from the top, by articulating risk appetite, championing and driving the effective management of risk and ensuring the risk function is supported in carrying out its role.
The Board/Senior Management Team	Should support the Accounting Officer in articulating risk appetite and by leading the assessment and management of risk.
The Audit & Risk Assurance Committee	Should support the Board and Accounting Officer by reviewing the comprehensiveness and reliability of assurances on risk management.
Managers	Should actively identify and manage risks as part of their everyday business, escalating them promptly as and when necessary.
The Risk Management function (Programme Office)	Should support and facilitate the organisation's management and oversight of risk. By building the organisation's risk capability and defining the organisation's risk management practices and framework and supporting the development of risks.
Internal Audit / External Audit	Should provide independent and objective assurance on the effectiveness of the organisation's risk management arrangements, and share good practice through comparative assessment.

Risk Appetite Statement

3.47. *"We are not averse to taking risks and our approach is based on judgement and the circumstances of each potential intervention, and an assessment of its impact. This means that we will not seek to intervene in all situations; we will prioritise with respect to risk, costs and perceived benefits in a clear and transparent way, choosing the best course of action from our knowledge, experience and tools."*

3.48. For managers to achieve business objectives risks have to be taken – but these risks must be well-considered and well-managed. We have developed a risk appetite statement and guidance to assist managers in making key decisions by clarifying what level of risk the organisation is prepared to accept for different types of risk. The risk appetite is reviewed by our Senior Management Team and Audit and Risk Assurance Committee as necessary.

Risk Management

3.49. Risks managed in each of the Institute's teams and in major programmes and projects are escalated to the Corporate Risk Register where they have a direct impact on our statutory objectives and goals or put at risk delivery of our Business Plan. The Corporate risks are reviewed regularly both by Senior Management Team and the Institute's Board. Different types and levels of risk are considered against our risk appetite. The register is scrutinized in detail by the Audit and Risk Assurance Committee of the Board. This maintains active monitoring of our key risks, and the effectiveness of our mitigations.

3.50. We established our risk framework in June 2017 with the Audit and Risk Assurance Committee's mandate and backing and have shared this as best practice with the DfE, internal audit and NAO. We continue to implement the framework and support and challenge staff to ensure effective risk management whilst making improvements to the way we capture risk through our risk registers.

- 3.51. We have monitored our key strategic risks, assessing the likelihood and impact of those risks materializing. At the end of March 2018, a number of risks were rated as both medium-high probability and high impact and deemed the top risks on our Corporate Risk Register. These risks were actively managed with a broad range of mitigating actions undertaken and are described in the overview section on page 5.

Information risk and GDPR

- 3.52. We have developed our information strategy so that we can maximise our data capabilities and use the information we do have more effectively and efficiently in supporting the mission of the Institute and the wider apprenticeship reform programme. It is important that all users – from trailblazers to Institute officials, and the Board to partner organisations – at the centre of a single information environment in which they can access and appropriately share the information they need.
- 3.53. The key principles underpinning this strategy are openness and transparency, whilst ensuring that the standards for data and information capture, storage and interchange are robust and effective. From a legislative perspective, the Institute complies with its legal and regulatory responsibilities for information handling, meeting information rights and other disclosure obligations, and supporting public and parliamentary accountability. As part of this, the Institute has undertaken a personal data audit to ensure it is compliant with the General Data Protection Regulations (GDPR), which came into effect on 25 May 2018. The Institute made a series of internal recommendations and mitigations to ensure the storage of personal information from both within and outside of the organisation is fully compliant with these regulations. The Data Protection Officer ensures that the Institute complies with all of its legal and regulatory responsibilities.

Internal Audit

- 3.54. Our governance arrangements and risk management processes are supported by an internal audit function that reviews our procedures and controls and this is currently contracted to the Government Internal Audit Agency (GIAA) of HM Treasury. An annual audit programme focuses on areas assessed as significant internal risks. Both the Institute's Senior Management Team and the Audit and Risk Assurance Committee of the organisation agree the annual audit programme and review the individual reports and recommendations.
- 3.55. Internal audit works to the Public Sector Internal Audit Standards. All audit reports include the Head of Internal Audit's independent opinion on the adequacy and effectiveness of the Institute's system of internal control, together with any recommendations for improvement. Where weaknesses in controls are identified, we take action to strengthen the control.

Effectiveness of the internal control framework

- 3.56. As Accounting Officer, I commission a review of, and my predecessors reviewed the effectiveness of our system of internal control annually. This review is informed by the work of the internal auditors, by feedback from senior managers who have responsibility for the development and maintenance of the internal control framework and by comments made by the National Audit Office in their Audit Completion report.
- 3.57. The Audit and Risk Assurance Committee advises on the implications of internal audit reviews and monitors progress against the audit plan to tackle any identified weaknesses so that the system of internal control is continuously improved. Our internal auditors provide an annual, independent and objective assessment as to whether there are adequate and effective corporate governance, risk management and internal controls processes.

- 3.58. A “*moderate*” opinion was given for controls by the Head of Internal Audit in 2017-18 which meant that only some improvements are required to enhance the adequacy and effectiveness of the framework of governance, risk management and controls. As a start-up organisation, this was regarded as a good opinion and fair assessment by the Audit Committee, given that there was only a very short period for the Institute to set up controls. The next and highest rating is *substantial* for an optimum framework of governance, risk management and control and the lowest rating in the scale is *limited*, where there are significant weakness in the system of control that need to be addressed.
- 3.59. The internal audit reviews conducted in the past 12 months were very positive with 3 out of 4 audits undertaken, receiving a *moderate* assurance rating and one audit, receiving a “limited” assurance rating. The limited area around financial processes and controls needed attention and improvement in establishing processes and communications to staff on processes to ensure consistency in compliance. The recommended improvements identified were medium to high priority and I have since taken steps to address recommendations. Progress in implementing these recommendations is reported to internal auditors, SMT, DfE and the Audit and Risk Assurance Committee when they meet and as needed.
- 3.60. In addition to the individual reviews, internal auditors undertake a review of all closed audit actions to assess whether there is sufficient evidence to justify the closure. In 2017-18, the auditors reported that a high number of actions identified have been addressed in year with a small number outstanding at the end of March. The Institute has worked hard to address all actions and recommendations made.

Overall assurance

- 3.61. In my opinion, overall the Institute has maintained sound systems of governance, internal control and risk management sufficient enough to give a “moderate” level of assurance. This is an achievement given that the Institute is a start-up organisation and given the rigour of the audits undertaken. Some improvements are required to enhance the effectiveness of the framework of governance, financial/risk management and control. Many reflecting the Institute’s first year of operation. The Institute has put in place appropriate measures to address the areas for improvement identified by internal audit during the course of the year and we will monitor the application of those measures, to assess their effectiveness in achieving the desired outcomes.
- 3.62. As well as the opinion provided to me by internal audit and the regular performance reporting to the Board to the end of the financial period, I was assured of the controls that were observed by the previous CEO prior to my appointment and through the effective support and challenge of the Institute’s Audit and Risk Assurance Committee and my Senior Management Team.
- 3.63. These assurances support the preparation of this Governance Statement. I have considered all the evidence that supports this statement and I am assured, as Accounting Officer, that the Institute has stable and effective governance, risk and internal control arrangements that support the delivery of our aims and objectives.

Remuneration report for 2017-18 – subject to audit

3.64. Salary entitlements of the most senior members of the Institute's Board for year ending 31 March 2018.

Table 3.661 Board Members remuneration

Name	Salary (before tax) £000	Pension Benefits £000	Total £000
Antony Jenkins	5-10	0	5-10
Peter Lauener	10-15 (as a non Exec member) 15-20 (as an Executive)	0	10-15
Sir Gerry Berragan ⁽¹⁾	10-15 (as a non Exec member) 55-60 (as an Executive)	0	10-15
Dr Katherine Barclay	10-15	0	10-15
Paul Cadman	10-15	0	10-15
Dame Fiona Kendrick	10-15	0	10-15
Dame Asha Khemka	10-15	0	10-15
Robin Millar CBE	10-15	0	10-15
Toby Peyton-Jones	10-15	0	10-15
Bev Robinson	10-15	0	10-15

(1) Sir Gerry Berragan was a non-Executive member of the Board until November 2017 and the table shows the split of his salary as a non-Executive and thereafter, as an Executive member.

Remuneration policy

3.65. The Institute is made up of civil servants who are paid in accordance with civil service pay structure. The remuneration for staff will be reviewed by a remuneration committee in summer 2018, comprising of the Chief Executive, a non-executive Board member and a representative from DfE HR. Any change to Directors remuneration for current and future years will reflect the work and recommendations of the Senior Salaries Review Body.

3.66. As staff employed by an NDPB, Senior Officials and staff performance management and contractual terms are in line with the Civil Service and comply with requirements set centrally by the Cabinet Office. The Institute manages performance management and non-consolidated performance award for members of the civil service within its performance management framework.

3.67. Unless otherwise stated below, the Senior Officials covered by this report hold appointments which are open-ended. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme.

Table 3.68 Senior Officials

Name	Salary £000	Bonus payments £000	Pension benefits ⁽³⁾ £000	Total £000
Peter Lauener ⁽¹⁾	15-20 (FYE 25-30)	4-5 (FYE 5-10)	–	20-25 (FYE 30-35)
Sir Gerry Berragan ⁽²⁾	55-60 (FYE140-145)	–	–	55-60 (FYE140-145)

(1) Peter Lauener was Interim Chief Executive of the Institute and Chief Executive of the ESFA from April to November 2017. The Institute paid 20% of his salary for his duration as CEO, reflective of the proportionate split of his time between the two organisations. Both the full year equivalent/total and the % proportionate salary is shown in the table.

(2) Sir Gerry Berragan was appointed Chief Executive from November 2017 for a fixed term period of 2 years. For the period April 2017–November 2017, Sir Gerry was an IFA non Executive Board member. This table shows his total salary. Details of his remuneration as a Board Member can be found in table 3.661.

(3) As members of the IFA Board are statutory officer holders, they are not entitled to any pension benefits.

- 3.68. Salary includes gross salary only. This report is based on accrued payments made by the Institute and thus recorded in these accounts. No benefits in kind were paid to Peter Lauener or Sir Gerry Berragan.
- 3.69. Bonuses are based on performance levels attained and are made as part of the appraisal process. Bonuses relate to the performance in the year in which they become payable to the individual. The bonuses reported in 2017-18 relate to performance in 2017-18. There are no comparative bonuses for 2016-17 as the Institute was not in place then.
- 3.70. The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increase excludes increases due to inflation or any increase or decrease due to a transfer of pension rights.

Civil service pensions

- 3.71. As a non-departmental public body sponsored by the Department for Education, the Institute's staff are members of the Principal Civil Service Pension Scheme that provides pension benefits. The DfE's ARA provide information on these arrangements, so we do not reproduce them here. You can find details on the scheme at the civil service pensions website.
- 3.72. Both Senior Officials (Sir Gerry Berragan and Peter Lauener) were not members of the PCSPS during the accounting period, for the Institute, hence there is no such pension collected and or reported. Peter Lauener was Chief Executive of the ESFA at the time he was leading the Institute on an interim basis from April to November 2017. For further details of his remuneration, please see the ESFA's Annual Report and Accounts.

Fair Pay Disclosure

- 3.73. This section of the remuneration and staff report is subject to audit.

The Hutton fair pay disclosure for the Institute is as follows:

	2017-18
Band of highest paid director's remuneration (£000)	140-145
Median (£000)	48.6
Range (£000)	
LOW	18.9
HIGH	142.5
Remuneration ratio (Highest paid/Median)	2.9

Pay Multiples

- 3.74. The banded remuneration of the highest-paid director in the Institute in the financial year 2017-18 was £140-145,000. This was 2.9 times the median remuneration of the workforce, which was £48,632.
- 3.75. In 2017-18, no employee received remuneration in excess of the highest-paid director. Remuneration ranged from £18,000 to £142,500.
- 3.76. Total remuneration includes salary and non-consolidated performance-related pay. There were no benefits in kind. Remuneration does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions.

Pension Scheme

- 3.77. The Institute operates a range of pension schemes for its employees, dependent upon the employees' role. The schemes are described further below.

Principal Civil Service Pension Scheme (PCSPS)

- 3.78. Pension benefits are provided through the Civil Service pension arrangements. From 1 April 2015 a new pension scheme for civil servants was introduced – the Civil Servants and Others Pension Scheme or alpha, which provides benefits on a career average basis with a normal pension age equal to the member's State Pension Age (or 65 if higher). From that date, all newly appointed civil servants and the majority of those already in service joined alpha. Prior to that date, civil servants participated in the PCSPS. The PCSPS has four sections: three providing benefits on a final salary basis (classic, premium or classic plus) with a normal pension age of 60; and one providing benefits on a whole career basis (nuvos) with a normal pension age of 65.
- 3.79. These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus, nuvos and alpha are increased annually in line with Pensions Increase legislation. Existing members of the PCSPS who were within 10 years of their normal pension age on 1 April 2012 remained in the PCSPS after 1 April 2015. Those who were between 10 years and 13 years and 5 months from their normal pension age on 1 April 2012 will switch into alpha sometime between 1 June 2015 and 1 February 2022. All members who switch to alpha have their PCSPS benefits 'banked', with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha, the figure quoted is the combined value of their benefits in the two schemes.) Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a 'money purchase' stakeholder pension with an employer contribution (partnership pension account).
- 3.80. Employee contributions are salary-related and range between 3% and 8.05% of pensionable earnings for members of classic (and members of alpha who were members of classic immediately before joining alpha) and between 4.6% and 8.05% for members of premium, classic plus, nuvos and all other members of alpha. Benefits in classic accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years initial pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum. Classic plus is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per classic and benefits for service from October 2002 worked out as in premium. In nuvos a member builds up a pension based on his pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with Pensions Increase legislation. Benefits in alpha build up in a similar way to nuvos, except that the accrual rate is 2.32%. In all cases, members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

Disclosure of exit packages

- 3.81. The IFA did not pay for any exit packages for any staff during 2017-18.

Staff Report – subject to audit

- 3.82. The staff costs for the Institute were £6,037k (2017-18) and the average number of full-time equivalent staff employed during the year is shown in the table below. No staff members undertook trade union activities that warranted the Institute to pay for trade union facility time. Staff joined the Institute throughout the year as the organisation built up its capacity as a start up from April 2017 to the full headcount at the end of 31 March 2018. For headcount figures see paragraph 3.90.

Table 3.741 Average number of persons employed by the Institute

Institute for Apprenticeships	Permanently employed staff	Others	2017-18
Average number of persons employed	76	3	79

Table 3.742 Breakdown of staff costs

	Permanently employed staff (£000)	Others ⁽¹⁾ (£000)	Total (£000)
Wages and salaries	4,352	278	4,630
Social security costs	523	–	523
Pension costs	884	–	884
Redundancy costs	–	–	–
Sub total	5,759	278	6,037
Less staff costs related to programme	2,939	–	2,939
Total net staff costs	2,820	278	3,098

(1) Others are staff engaged on the objectives of the organisation via short term contract (i.e. agency/temporary workers.) The Institute pays a flat fee for agency staff, which includes social security and holiday pay. This note discloses the total sum as wages and salaries.

Analysis of staff policies and practice – subject to audit

Staff survey and staff engagement details

3.83. Our all staff survey undertaken in year showed extremely positive results in terms of staff engagement which was at 70% and well above the Civil Service average. There were a number of areas which showed positive feedback, such as staff being interested and passionate about the work that they do, staff feeling that they are treated fairly by and can put their trust in their team and their manager, and staff feeling that they are proud to tell others that they are a part of the IFA. There were however a few areas of concern, which were picked up by the Board, who wish to monitor these going forward. This included concern over high levels of workload, and wanting an improved cross-site working environment. The People Forum (which has been put together as a direct result of the People Survey) has created an action plan which will be used to implement and monitor the actions for sustaining the results of the survey and improving outcomes over the oncoming months.

Sickness absence

3.84. During the year, we lost 137.8 days to sickness absence. This equates to approximately 1.8 days sickness absence per employee per year.

3.85. There have been no performance or disciplinary management outcomes over the course of the year.

People

3.86. The Institute has drafted a diversity delivery plan. This plan sets out the objective to be an exemplary equal opportunities employer, to create a workplace that values inclusion and diversity and an inclusive culture free from unfair discrimination. The Institute's policies include explicitly the employment of disabled people, women, lesbian, gay, bisexual and transgender people and black and minority ethnic staff.

3.87. Our staff are a mix of civil servants and contractors. Our civil servants are employed by the Institute on Department terms and conditions. Responsibility has been delegated to the Accounting Officer for the recruitment of staff within the parameters provided by the Department's policies and procedures.

3.88. At March 2018, our staff headcount figures, for permanent staff, were as follows:

Grade	Male	Female
CEO	1	
Senior Civil Servants (SCS Band 1/ DD)	2	4
Civil Servants Paybands EA-G6)	32	50
Total	35	54

Expenditure on HR services and training

3.89. The Institute spent £223,000 on HR services and training in the year ending 31 March 2018.

Off payroll engagements

3.90. As part of the Review of Tax Arrangements of Public Sector Appointees published by the Chief Secretary to the Treasury on 23 May 2012, departments were directed to publish information pertaining to the number of off-payroll engagements, at a cost of over £58,200, that were in place on, or after, 31 January 2012 and any off-payroll engagements of board members, and/or senior officials with significant financial responsibility between 1 March 2017 and 31 March 2018.

3.91. There were no off-payroll engagements of board members, and/or senior officials with significant financial responsibility between 1 April 2017 and 31 March 2018.

Contracting/Procurement

3.92. The Institute's commercial function considers the appropriate route to market.

- For **travel/hotels, stationery or event venues** there are specific cross-departmental arrangements administered through online portals that we are obliged to use in the Department for Education's framework.
- Where the value of the purchase is less than £10,000, the Institute can approach **three suppliers to request a quote**, before selecting the most economically advantageous.

3.93. For requirements over £10,000, the Institute makes use of the appropriate options from:

- The [Crown Commercial Services](#) (a part of Cabinet Office) which manages over 90 frameworks that the entire public sector can access. The competitive process has already been completed and utilising these frameworks provides us with a Value for Money and efficient approach.
- Existing agency of DfE, DfE or other government department contracts that will deliver our requirements. We would ensure that the contract has a sufficient value (headroom) to accommodate our requirement and that the department who 'own'; the contract are content for IFA to utilise it.

3.94. For requirements where none of the above approaches are possible, we will need to run **a full procurement**.

Parliamentary Accountability Report – subject to audit

Losses and special payments: subject to audit

Losses statement

There were no cases of losses for 2017-18.

Special payments 2017-18

There are no special payments over £300,000.

Sir Gerry Berragan

Chief Executive

Institute for Apprenticeships

Date: 10 October 2018

The Certificate and Report of the Comptroller and Auditor General to the Houses of Parliament

Opinion on financial statements

I certify that I have audited the financial statements of the Institute for Apprentices (IFA) for the year ended 31 March 2018 under the Apprenticeships, Skills, Children and Learning Act 2009. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Accountability Report that is described in that report as having been audited.

In my opinion:

- the financial statements give a true and fair view of the state of IfA's affairs as at 31 March 2018 and of net expenditure for the year then ended; and
- the financial statements have been properly prepared in accordance with the Apprenticeships, Skills, Children and Learning Act 2009 and Secretary of State directions issued thereunder.

Opinion on regularity

In my opinion, in all material respects the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis of opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK) and Practice Note 10 'Audit of Financial Statements of Public Sector Entities in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my certificate. Those standards require me and my staff to comply with the Financial Reporting Council's Revised Ethical Standard 2016. I am independent of the IFA in accordance with the ethical requirements that are relevant to my audit and the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the Board and Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Accounting Officer is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Apprenticeships, Skills, Children and Learning Act 2009.

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, I exercise professional judgment and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of IFA's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the IFA's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the income and expenditure reported in the financial statements have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Other Information

The Accounting Officer is responsible for the other information. The other information comprises information included in the annual report, other than the parts of the Accountability Report described in that report as having been audited, the financial statements and my auditor's report thereon. My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon. In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Opinion on other matters

In my opinion:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with Secretary of State directions made under the Apprenticeships, Skills, Children and Learning Act 2009;
- in the light of the knowledge and understanding of IFA and its environment obtained in the course of the audit, I have not identified any material misstatements in the Performance Report or the Accountability Report; and
- the information given in the Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

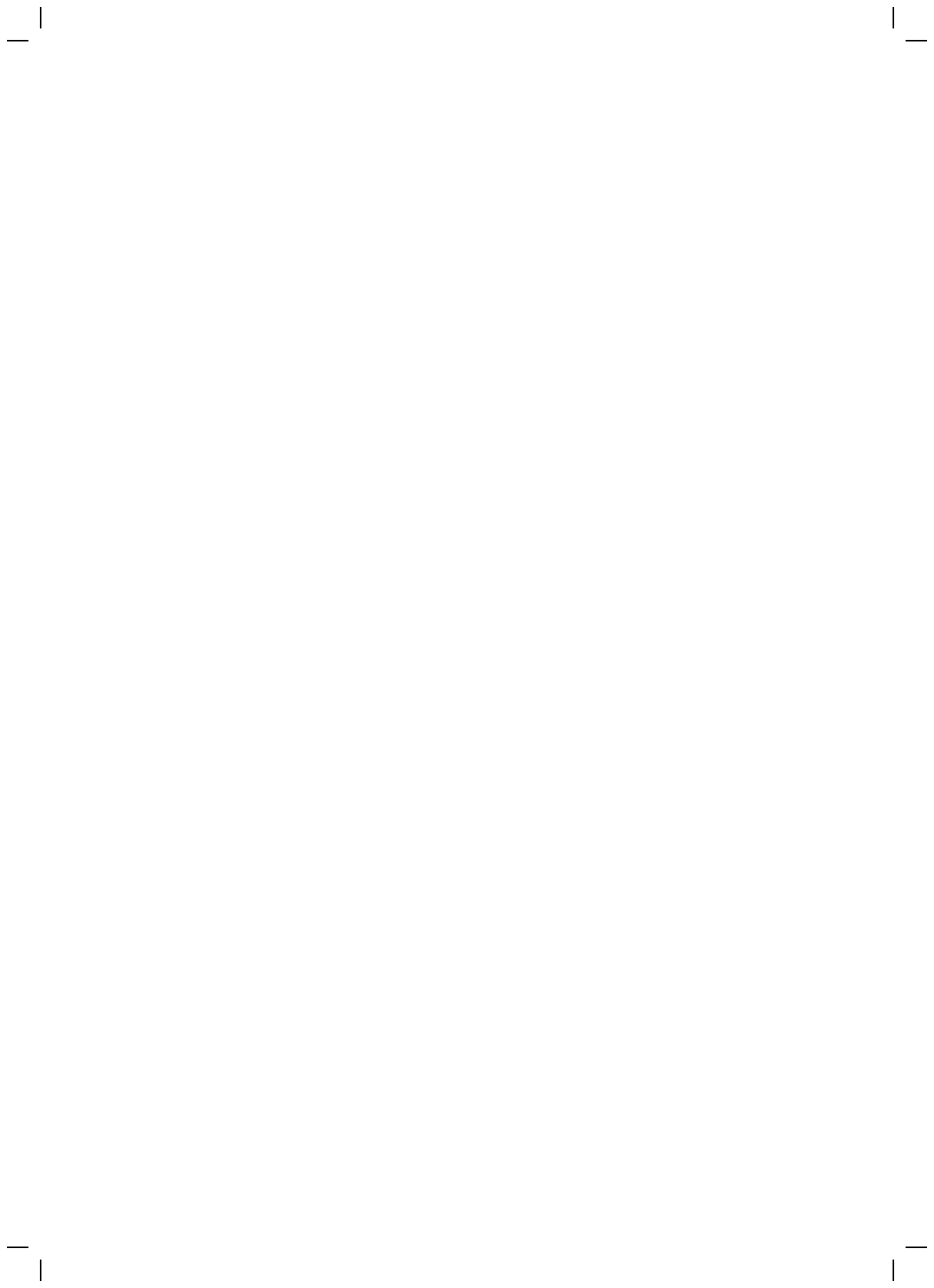
I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept or returns adequate for my audit have not been received from branches not visited by my staff; or
- the financial statements and the parts of the Accountability Report to be audited are not in agreement with the accounting records and returns; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

Report

I have no observations to make on these financial statements.

Sir Amyas C E Morse
Comptroller and Auditor General
National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP
Date: 15 October 2018



Section 4 – Financial Statements

4.1 Statement of Comprehensive Net Expenditure For the year ended 31 March 2018

	Note	2017-18 £000
Operating income	2	23
		23
Staff costs	3	6,037
Operating expenditure	4	2,415
Total operating expenditure		8,452
Net expenditure for the year		8,429
Other comprehensive expenditure for the year		-
Comprehensive net expenditure for the year		8,429

There are no other recognised gains or losses.

There are no discontinued operations.

The notes on pages 43 to 49 form part of these financial statements.

4.2 Statement of Financial Position

As at 31 March 2018

	Note	2017-18 £000
Non-current assets		
Property, plant and equipment	5	9
Intangible assets	6	89
Total non-current assets		98
Current assets		
Receivables	7	51
Total assets		149
Current liabilities		
Payables	8	(1,902)
Total current liabilities		(1,902)
Total assets less current liabilities		(1,753)
Assets less liabilities		(1,753)
Taxpayers' equity		
General fund		(1,753)
		(1,753)

Sir Gerry Berragan:

Chief Executive and Accounting Officer
Institute for Apprenticeships
Date: 10 October 2018

The notes on pages 43 to 49 form part of these financial statements.

4.3 Statement of Cash Flows

For the year ended 31 March 2018

	Note	2017-18 £000
Cash flows from operating activities		
Net operating cost	SoCNE	(8,429)
Non cash		
Non cash transactions with Group		2,925
Depreciation	5	2
Amortisation	6	21
Non cash investing	6	(57)
(Increase)/decrease in receivables	7	(51)
Increase/(decrease) in payables	8	1,902
Net cash outflow from operating activities		(3,687)
Cash flows from investing activities		
Purchase of PPE	5	(11)
Purchase of intangibles	6	(53)
Net cash outflow from investing activities		(64)
Cash flows from financing activities		
Grant in Aid from sponsor department	SoCTE	3,751
Net cash inflow from financing activities		3,751
Net increase/(decrease) in cash and cash equivalents		Nil
Cash and cash equivalents at 1 April		Nil
Cash and cash equivalents at 31 March		Nil

Cash payments and receipts are processed on behalf of the institute by the Education and Skills Funding Agency. The Institute therefore does not operate its own bank account and has no cash or cash equivalents.

The notes on pages 43 to 49 form part of these financial statements.

4.4 Statement of Changes in Taxpayers' Equity

For the year ended 31 March 2018

	Note	General Fund £000
Balance at 1 April 2017		-
Grant in Aid from sponsor department		3,751
Comprehensive expenditure for the year	SoCNE	(8,429)
Non-cash Adjustments		
Payments made by ESFA (intercompany)		2,925
Balance at 31 March 2018		<u>(1,753)</u>

The notes on pages 43 to 49 form part of these financial statements.

Notes to the accounts

1. Statement of accounting policies

These accounts have been prepared in accordance with the 2017-18 Financial Reporting Manual (FReM) issued by HM Treasury (HMT). The accounting policies contained in the manual apply IFRS as adapted or interpreted for the public sector.

IFA has prepared these accounts under a direction issued by the Secretary of State in accordance with paragraph 11(2) of schedule A1 to The Apprenticeships, Skills, Children and Learning Act 2009. IFA has produced the accounts using accruals accounting.

1.1 Accounting convention

These accounts have been prepared under the historical cost convention.

1.2 Going concern

The IFA is a non-departmental public body of the Department for Education. Funding from the Department for Education, taking into account the amount required to meet the IFA's liabilities falling due in the year, has already been included in the department's Estimates for that year. Parliament has approved these Estimates and there is no reason to believe that the department's future sponsorship and future Parliamentary approval will not be forthcoming.

1.3 Critical accounting judgements and key sources of estimation uncertainty

The preparation of these accounts requires management to make judgements, estimates and assumptions that affect the application of policies and reported values of assets and liabilities, income and expenditure. There are some material estimates and judgements in the accruals raised. These are based on historic and other factors that are believed to be reasonable, the results of which form the basis for making judgements. The estimates and underlying assumptions are reviewed on an on-going basis.

1.4 Adoption of FReM amendments

There have been no significant FReM changes in 2017-18.

1.5 Early adoption

The IFA has not early adopted any accounting standards in 2017-18.

1.6 IFRSs in issue but not yet effective

In order to comply with the requirements of *IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors*, the IFA must disclose where it has not applied a new IFRS that has been issued but is not yet effective. The IFA has carried out a review of the IFRSs in issue but not yet effective, to assess their impact on its accounting policies and treatment. The full impact of the IFRSs in issue but not yet effective is not known and could be material to the accounts: the IFA has therefore, chosen not to early adopt requirements of the following accounting standards and interpretations, which have an effective date after the start of these accounts:

Standard	Effective	FReM Application	Change & Impact
IFRS 9 Financial Instruments	1 January 2018	2018-19	<p>Change: This change simplifies the classification and measurement of financial assets, as well as amending when and how impairments are calculated and reported, moving from an incurred loss to an expected loss model. This will result in impairments being recognised earlier than under <i>IAS 39 Financial Instruments: Recognition and Measurement</i>.</p> <p>Impact on IFA: The IFA does not have complex financial instruments. Consequently, the IFA does not anticipate material changes following adoption of the standard.</p>
IFRS 15 Revenue from Contracts with Customers	1 January 2018	2018-19	<p>Change: The changes set out steps for revenue recognition along with requirements for accounting for contract costs. The aim of the change is to report information that is more useful about the nature, amount, timing and uncertainty of revenue and cash flows from contracts with customers. The initial adoption of IFRS 15 will be retrospective but as an opening balance adjustment as at 1 April 2018.</p> <p>Impact on IFA: The IFA does not recognise significant levels of contract revenue. Consequently, the IFA does not anticipate material changes following adoption of the standard.</p>
IFRS 16 Leases	1 January 2019	2019-20 (Subject to EU adoption and consultation)	<p>Change: The proposed changes simplify the classification and measurement of leases by introducing a single lessee accounting model, removing the distinction between recognising an operating lease (off-balance sheet financing) and a finance lease (on-balance sheet financing). The new standard requires recognition of all leases which last over 12 months to be recognised as a finance lease (on-balance sheet). This will result in the recognition of a right-to-use asset, measured at the present value of future lease payments, with a matching liability. The pattern of recognition of the expenditure will result in depreciation of the right-to-use asset and an associated finance cost being recognised.</p> <p>Impact on IFA: The IFA has a small number of leases, as disclosed in note 10, but the IFA have not assessed the impact of this change on the accounts at this stage.</p>

1.7 Property, plant and equipment

The minimum value of capitalisation for expenditure on property, plant and equipment is £2,500. In the case of ICT equipment and furniture, all items recorded as capital expenditure are capitalised and if they fall below the £2,500 threshold they are grouped together and recorded as bulk assets. The asset value on capitalisation is measured at cost plus direct costs, such as installation, attributable to bringing them into working condition.

If an asset became surplus through circumstances not yet existing at the year-end, the changes in asset treatment would not take effect until the following financial year.

1.8 Depreciation

The depreciation methods that best reflect the pattern of consumption of economic benefits and the periods over which such benefits are expected to be consumed by the IFA are summarised below:

- furniture: 5 years
- fixtures and fittings: lower of 10 years or the length of the building lease
- plant and machinery: 5 years
- computer equipment: 3 to 5 years.

1.9 Intangible assets

Assets are capitalised as intangible assets where expenditure of £2,500 or more is incurred. Intangible assets are valued at cost. Assets are amortised over their estimated useful economic lives. Assets under construction are not amortised but assessed for impairment annually.

Asset lives are in the following ranges:

- IT systems: 5 years
- IT software: life of the license or 3 years where none given.

1.10 Impairment of non-current assets

The IFA reviews all non-current assets for impairment if circumstances indicate the carrying value may not be recoverable. The IFA recognises as a loss the sum that the asset's carrying value exceeds its recoverable value. The recoverable value is the higher of the asset's fair value less costs to sell and its value in use.

The IFA charges any impairment losses that result from a clear consumption of economic benefits to the Statement of Comprehensive Net Expenditure.

The IFA charges any excess devaluation to the Statement of Comprehensive Net Expenditure.

1.11 Financial liabilities

The IFA classifies financial liabilities, where appropriate, at fair value through profit or loss, or as financial liabilities measured at amortised cost (face value plus any discounts). Financial liabilities include trade and other payables and accruals. The IFA's measurement of financial liabilities depends on their classification, as follows:

1.11.1 Trade and other payables

Trade and other payables, including accruals, are generally not interest bearing and the IFA states them at their face value on initial recognition. Subsequently, the IFA values them at amortised cost using the effective interest method.

1.12 Leases

The IFA charges operating lease rentals, if they occur, to the Statement of Comprehensive Net Expenditure on a straight-line basis over the lease term.

1.13 Grant recognition

The IFA receives a delegation letter from the department annually on 1 April. This breaks down the grant the department transfers to the IFA into programme budgets that fund improving access to high quality apprenticeships and administration budgets that fund the IFA's costs as an agency.

1.14 Employee benefits

1.14.1 Pensions

The IFA has adopted IAS 19 Employee Benefits (IAS 19) to account for its pension schemes.

Where the IFA contributes to defined contribution and unfunded defined benefit pension schemes (for which there are no underlying assets and liabilities), the IFA recognises contributions payable in the Statement of Comprehensive Net Expenditure.

1.14.2 Early retirement costs

Where we are required to meet the additional costs of benefits beyond the normal PCSPS benefits in respect to staff who retire early, provision is made in full for this cost when the early retirement programme has been announced and is binding.

1.14.3 Other employee benefits

This includes the value of undertaken holiday leave at the financial year-end, which is accrued as it is earned.

1.15 Value added tax

Irrecoverable value-added tax (VAT) is charged to the relevant expenditure category or included in the capitalised purchase cost of fixed assets.

2. Operating income

	2017-18 £000
Rental income	23

3. Staff numbers and related costs

	Permanently employed staff £000	Others £000	2017-18 Total £000
Wages and salaries	4,352	278	4,630
Social security costs	523		523
Pension costs	884		884
	5,759	278	6,037
Average number of persons employed	76	3	79

4. Operating expenditure

	2017-18 £000
Programme related expenditure	466
Staff related costs	93
Board costs	150
Professional fees	194
Premises costs including rates and service charges	849
Catering	19
IT and telecommunications costs	358
PR & Marketing	50
Travel and subsistence	104
External audit fees	35
Other expenditure	97
Total	2,415

Some of the expenditure is incurred in the administration of the IFA and some costs are programme in nature.

5. Property, plant and equipment

	Furniture & Fittings £000	Total £000
Cost or valuation		
At 1 April 2017	–	–
Additions	11	11
At 31 March 2018	11	11
Depreciation		
At 1 April 2017	–	–
Depreciation charge	(2)	(2)
At 31 March 2018	(2)	(2)
Carrying value at 31 March 2017	–	–
Carrying value at 31 March 2018	9	9

6. Intangible assets

	IT Software £000	Total £000
Cost or valuation		
At 1 April 2017	–	–
Additions	110	110
At 31 March 2018	110	110
Amortisation		
At 1 April 2017	–	–
Charged in year	(21)	(21)
At 31 March 2018	(21)	(21)
Carrying value at 31 March 2017	–	–
Carrying value at 31 March 2018	89	89

£57k of these additions were non cash, the remaining £53k were cash.

No charges have been made to the IFA by the Department for Education for use of IT and other services.

7. Receivables

	2017-18 £000
A mounts falling due within one year	
Sundry debtors	51

8. Payables

	2017-18 £000
Trade payables	1
Accruals and deferred income	1,901
Total payables and other current liabilities	1,902

There are no non-current payables

9. Financial instruments and risk

IFRS 7: Financial Instruments (IFRS 7) disclosure requires the IFA to disclose information on the significance of financial instruments to its financial position and performance.

9.1 Liquidity risk

Parliament votes annually on the financing of IFA net revenue resource requirements, as well as its capital expenditure. With no borrowings, the IFA does not consider itself exposed to any significant liquidity risks.

9.2 Interest rate risk

The IFA's financial liabilities carry either nil or fixed rates of interest. The IFA does not consider itself exposed to any significant interest rate risk.

9.3 Foreign currency risk

All material assets and liabilities are denominated in sterling. The IFA does not consider itself exposed to any significant currency risk.

10. Commitments under leases

10.1 Commitments under operating leases

2018	Land & Buildings £000
Not later than one year	538
Later than 1 year and not later than 5 years	631
Total payables and other current liabilities	1,169
Expected receipts from sub-leases	(281)
	888

11. Capital commitments

The Institute for Apprenticeships had £Nil Capital commitments as at 31 March 2018.

12. Related Party transactions

The Institute for Apprenticeships regards the Departmental Group as a related party. During the year, the Institute had a number of material transactions with the Departmental Group and with other entities for which the Department is the parent department.

In addition, the Institute has had a number of transactions with other government departments and central bodies. Most of these transactions have been with the HMRC and PCSPS.

The Institute's Non-Executive Directors are required to complete declarations of interest. There were no related party transactions thereon.

The Institute's senior civil servants are each required to complete an a declaration form where they declare related party transactions. There were no related party transactions thereon.

13. Events after the reporting period

The Accounting Officer authorised these accounts for issue on the date they were certified by the Comptroller & Auditor General. These accounts do not consider events after that date.

ANNEX 1

Table 1.0 – Apprenticeships Standards approved for delivery including final funding band recommendations made from IFA to DfE (for the period from 01 April to the end March 2018)

Approved for Delivery Date	Reference	Name	Funding Band	Maximum Funding (£)
April 2017	ST0227	Chef De Partie	9	9,000
May 2017	ST0293	Registered nurse (degree)	15	27,000
May 2017	ST0271	Steel Fixer	10	12,000
May 2017	ST0194	Fishmonger	10	12,000
June 2017	ST0062	Building Services Engineering Craftsperson	12	18,000
June 2017	ST0105	Junior Content Producer	10	12,000
June 2017	ST0144	Mineral Processing Mobile and Static Plant Operator	9	9,000
June 2017	ST0352	Accident Repair Technician	10	12,000
June 2017	ST0191	Baker	9	9,000
June 2017	ST0063	Building Services Design Technician	10	12,000
June 2017	ST0058	Animal Technologist	8	6,000
June 2017	ST0223	Arborist	11	15,000
June 2017	ST0225	Horticulture and Landscape Operative	7	5,000
June 2017	ST0224	Forest Operative	10	12,000
June 2017	ST0328	Bespoke Saddler	9	9,000
June 2017	ST0197	Food industry technical professional (degree)	15	27,000
August 2017	ST0064	Building Services Engineering Ductwork Craftsperson	15	27,000
August 2017	ST0163	Project Controls Technician	13	21,000
August 2017	ST0282	Metrology Technician	14	24,000
August 2017	ST0419	Rail Infrastructure Operator	10	12,000
August 2017	ST0338	Passenger Transport Driver – bus coach and rail	8	6,000
August 2017	ST0238	HR Consultant/Partner	9	9,000
August 2017	ST0239	HR Support	7	5,000
September 2017	ST0060	Building Services Engineering Ductwork Installer	11	15,000
September 2017	ST0061	Building services engineering service and maintenance engineer	12	18,000
September 2017	ST0391	Building Services Engineering Ventilation Hygiene Technician	9	9,000
September 2017	ST0266	Digital Engineering Technician	13	21,000
September 2017	ST0070	Business Administrator	7	5,000
September 2017	ST0382	Organ builder	14	24,000
October 2017	ST0372	Building services design engineer (degree)	15	27,000
October 2017	ST0417	Civil engineer (degree)	15	27,000
October 2017	ST0091	Civil engineering technician	10	12,000
October 2017	ST0162	Engineering construction pipefitter	13	21,000
October 2017	ST0407	Process automation engineer (degree)	15	27,000
October 2017	ST0490	Teacher	9	9,000
November 2017	ST0001	Accountancy/taxation professional	13	21,000

Approved for Delivery Date	Reference	Name	Funding Band	Maximum Funding (£)
November 2017	ST0520	Senior insurance professional	13	21,000
November 2017	ST0508	Nursing Associate	11	15,000
November 2017	ST0369	Non-destructive testing engineer (degree)	15	27,000
November 2017	ST0339	Passenger Transport onboard & station team member	8	6,000
November 2017	ST0201	Supply Chain Practitioner (Fast Moving Consumer Good) [Previously Operator/Manager]	11	15,000
December 2017	ST0267	Lifting Technician	11	15,000
December 2017	ST0474	Motor Finance Specialist	8	6,000
December 2017	ST0150	Electrical electronic product service and installation engineer	9	9,000
December 2017	ST0472	Financial Services Professional	12	18,000
December 2017	ST0102	Probate Technician	7	5,000
December 2017	ST0478	Community Activator Coach	8	6,000
December 2017	ST0313	Commercial Procurement and Supply (formerly Public sector commercial professional)	9	9,000
December 2017	ST0475	Electrical Power Networks Engineer	15	27,000
December 2017	ST0337	Passenger Transport Operations Manager	10	12,000
December 2017	ST0320	Recruitment Consultant	7	5,000
December 2017	ST0321	Recruitment Resourcer	7	5,000
December 2017	ST0528	High Speed Rail & Infrastructure Technician	13	21,000
January 2018	ST0626	Laboratory scientist (degree)	15	27,000
January 2018	ST0229	Hospitality Manager	8	6,000
January 2018	ST0569	Leisure & Entertainment Engineering Technician	13	21,000
January 2018	ST0364	Marine Engineer	15	27,000
January 2018	ST0303	Plumbing and Domestic Heating Technician	13	21,000
January 2018	ST0291	Nuclear Operative	11	15,000
January 2018	ST0106	Creative Venue Technician	9	9,000
January 2018	ST0301	Leisure duty manager	7	5,000
January 2018	ST0375	Tunnelling operative	10	12,000
February 2018	ST0526	Policy Officer	8	6,000
February 2018	ST0575	School Business Professional	8	6,000
February 2018	ST0521	Industrial Thermal Insulation Technician	10	12,000
February 2018	ST0395	Watchmaker	15	27,000
February 2018	ST0333	Commercial Thermal Insulation Operative	9	9,000
February 2018	ST0188	Business Fire Safety Advisor	3	2,500
February 2018	ST0092	Community Energy Specialist	8	6,000
February 2018	ST0529	Food and drink advanced engineer (degree)	14	24,000
February 2018	ST0491	Geospatial Survey Technician	9	9,000
February 2018	ST0192	Improvement Practitioner	8	6,000
February 2018	ST0193	Improvement Technician	6	4,000
February 2018	ST0503	Network Operations	4	3,000
February 2018	ST0486	Operational Firefighter	10	12,000
February 2018	ST0530	Optical Assistant	7	5,000
February 2018	ST0431	Rehabilitation Worker (Visual Impairment)	10	12,000
February 2018	ST0473	Science industry process/plant engineer (degree)	14	24,000
February 2018	ST0422	Science Manufacturing Process Operative	8	6,000
February 2018	ST0264	Carpentry and Joinery	10	12,000
February 2018	ST0263	Advanced Carpentry and Joinery	9	9,000

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Approved for Delivery Date	Reference	Name	Funding Band	Maximum Funding (£)
February 2018	ST0480	Senior leader master's degree apprenticeship (degree)	12	18,000
March 2018	ST0093	Community Sport and Health Officer	9	9,000
March 2018	ST0046	Construction Site Engineering Technician	9	9,000
March 2018	ST0410	Senior / head of facilities management (degree)	12	18,000
March 2018	ST0492	Geospatial mapping and science (degree)	15	27,000
March 2018	ST0304	Police constable (degree)	14	24,000
March 2018	ST0311	Public Relations Assistant	9	9,000
March 2018	ST0430	Regulatory Compliance Officer	8	6,000
March 2018	ST0502	Actuary	12	18,000
March 2018	ST0564	Advanced clinical practitioner (degree)	10	12,000
March 2018	ST0550	Safety Health and Environment Technician	7	5,000



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