Appendix A

CHIEF EXECUTIVE OF NATIONAL APPRENTICESHIP SERVICE

1. This note sets out the accountability arrangements for the Chief Executive of the National Apprenticeship Service, as agreed between the Department for Innovation, Universities and Skills (DIUS) as the employer of the Chief Executive, and the Learning and Skills Council (LSC), taking into account the legal framework within which the LSC currently operates.

Background

2. The Government is creating a new National Apprenticeship Service (NAS) to take end-to-end responsibility for the Apprenticeships programme, including determining and publishing the strategy for expansion, and with ultimate accountability for national delivery of targets.

3. Initially the NAS will be a distinct service within the Learning and Skills Council. Subject to legislation being passed, the NAS will be housed within the proposed Skills Funding Agency.

4. The Chief Executive of the NAS will be recruited and appointed as a civil servant employed by the Department for Innovation, Universities and Skills (DIUS).

5. The role of the Chief Executive of the NAS is set out in the recruitment pack. Relevant extracts are attached.

6. The Chief Executive of the NAS will report to the Secretary of State for Innovation, Universities and Skills, as Minister with overall responsibility for the Apprenticeships programme, and to the Secretary of State for Children, Schools and Families who has responsibility for Apprenticeships for young people (pre-19).

7. The Chief Executive will report to the Prime Minister, on a twice-yearly basis, on progress against targets.

8. DIUS Ministers, jointly with DCSF Ministers, will continue to set the LSC’s remit in each year’s annual grant letter. Within that, Ministers will define the objectives, targets, budget, and learner volumes that are expected from the NAS for the forthcoming funding year. That remit letter defines the outcomes that the LSC National Council is charged with delivering each year, including for the NAS.
9. As now, the LSC grant letter will identify the budget that is allocated specifically for the apprenticeships programme and the volume targets associated with that budget. That will distinguish between the 14-19 and post-19 components for budget allocation and participation volumes, while still expecting delivery through an integrated programme.

10. The LSC Chief Executive is Accounting Officer for the LSC budget, as allocated by DIUS and DCSF under the terms of the annual grant letter and any conditions of grant. In respect of the budgets, staffing and operations located within the LSC, the NAS Chief Executive will work within the Accounting Officer responsibilities of the Chief Executive of the LSC.

11. Under the primary legislation that determines the powers and operations of the LSC, the LSC Chief Executive may only delegate functions to an employee of the LSC. Since the NAS Chief Executive will be an employee of DIUS, not the LSC, he/she will not have delegated functions, but will report to the LSC Chief Executive and National Council directly on how the NAS operations, performance and funding are delivering the terms of the remit letter. Within this accountability structure, the Chief Executive of the NAS will have operational discretion to lead, manage and direct the Service in order to deliver its objectives. Formal delegation for any aspect of NAS expenditure or operations will be to an appropriate senior LSC employee working within the NAS (for example, a Director of Operations for the NAS).

12. The NAS Chief Executive will be a member of the LSC’s senior management team. The core of the role is to deliver the Apprenticeships programme through the NAS. This implies that the Chief Executive will spend a high proportion of time with NAS staff and partners nationally, regionally and locally.

13. The NAS Chief Executive will be the Senior Responsible Owner for the Apprenticeships PSA component within the wider Skills Public Service Agreement relating to delivery of the Leitch targets. He/she will chair the programme board that is responsible for developing and delivering the apprenticeships programme to achieve that PSA. That is analogous to many cases where civil servants who are not themselves chief executives or accounting officers are nonetheless personally responsible as named SROs for a Government PSA target and chair the programme boards that oversee delivery of that target; and to deliver those targets they have to be able to draw on the resources and staffing of several organisations.

14. The NAS Chief Executive’s personal objectives for the year would be set jointly by the DIUS and DCSF permanent secretaries, in consultation with the LSC Chief Executive. If the LSC Chief Executive had concerns about the NAS Chief Executive’s performance, he would pursue that initially with the NAS Chief Executive. If ever disciplinary issues arose,
action would need to be pursued through the DIUS Permanent Secretary, because the NAS Chief Executive will be a DIUS employee. In such a case, DIUS performance and disciplinary procedures would legally apply.

15. Once the targets, delivery plan and budget have been set and agreed as above, it will be the job of the NAS Chief Executive to deliver those targets. If for any reason some disagreement arises between the NAS Chief Executive and the LSC Chief Executive which they cannot resolve between them on any issue that affects the budget, targets or objectives stated in the grant letter, then it will become a matter for Ministers to decide because it will change the decisions they previously set out in the grant letter.

16. As SRO for the Apprenticeships programme, the NAS Chief Executive will report to the DIUS Secretary of State and to the PM on overall progress against the targets; and to the DCSF Secretary of State on all aspects relating to 14-19 delivery. That will work on the same basis as for the SROs of all PSAs, who report to their Secretary of State and, through the Prime Minister’s Delivery Unit, to the PM. As now, if the Secretaries of State or PM are not content with progress, they will set new performance expectations for the NAS Chief Executive. If there are staffing or budget consequences for the programme which the Chief Executive then needs to pursue with the LSC Chief Executive, they will do that by agreement; or failing agreement, will refer back to Ministers as in paragraph 15.

17. In addition to responsibility for delivery of the Apprenticeships programme, the NAS Chief Executive will have their own directly managed policy advice capacity located in DIUS. The NAS Chief Executive will also work closely with the separate DIUS/DCSF Joint Apprenticeships Unit. That Unit is not within the NAS and reports directly to DIUS and DCSF Ministers on wider strategy and accountability for the apprenticeships programme.
Extract from the Recruitment Pack for the Chief Executive of the National Apprenticeship Service

The Government published proposals in January 2008 for establishing a National Apprenticeships Service that would expand and improve the apprenticeships programme, so that it becomes a mainstream, highly regarded training route for both young people and adults.

The formation of the NAS is one major component of a wider reform of education and training set out in the Government’s consultation paper, *Raising Expectations: Enabling the system to deliver* (March 2008).

The Government is creating a new National Apprenticeship Service (NAS) to take end-to-end responsibility for the Apprenticeships programme, including determining and publishing the strategy for expansion, and with ultimate accountability for national delivery of targets. In the immediate future, the NAS will be formed as a separate and distinct service within the Learning and Skills Council.

In the longer term, the NAS will be a discrete service, led by a Chief Executive of national standing. The Chief Executive of the NAS will report to the Secretary of State for Innovation, Universities and Skills, as Minister with overall responsibility for the Apprenticeships programme, and to the Secretary of State for Children, Schools and Families who has responsibility for Apprenticeships for young people (pre-19). Significant decisions affecting the programme as a whole will be joint between the two Departments. The Chief Executive will report to the Prime Minister, on a twice-yearly basis, on progress against targets. Subject to legislation being passed, the NAS will be housed within the proposed Skills Funding Agency, to reflect DIUS’s responsibility for the overall Apprenticeships programme. The Chief Executive will be a member of the LSC’s, and then the Skills Funding Agency’s, senior management team.

The NAS will operate both at national and sub-regional level in a way that is consistent with the principles of the Government’s business support simplification programme. It will have the following functions, which have been set out in more detail in *World Class Apprenticeships*:

- overall responsibility for delivery of the Government’s policy on Apprenticeships including achievement of the targets set by Government;
- the co-ordinating of the funding of all Apprenticeship places across the age range;
- national information and marketing services, which will work with the Information, Advice and Guidance being delivered through local authorities and the adult advancement and careers service;
- establishing and maintaining a national ‘Matching Service’ for employers and would-be apprentices, to enable employers to advertise
their positions and prospective applicants – anywhere in the country – to search for them and apply as appropriate;

- ownership of the blueprint which specifies the scope and content of Apprenticeships programmes;
- development of a model Apprenticeships Agreement (AA);
- the specification and provision of all future management information, and dissemination to various partners such as the UK Commission for Employment and Skills;
- promotion of Apprenticeships; and
- a strategy to overcome low take-up of apprenticeships in some sectors and regions, (including special approaches e.g. in London).

About the role

This is a senior and high-profile role, offering the successful candidate an unrivalled opportunity to develop and lead a ground-breaking new Service, delivering outcomes that impact on both society and the economy.

The Chief Executive of the National Apprenticeship Service (NAS) will, for the first time, bring leadership to the newly formed Service, focusing on the delivery of Apprenticeships. The requirement to act as the public face of, and champion for, the Apprenticeships programme is central to this role.

You will be an employee of the Department for Innovation, Universities and Skills (DIUS). As the Apprenticeship programme is jointly sponsored by DIUS and the Department for Children, Schools and Families (DCSF), the Chief Executive will be required to account jointly to the Secretaries of State for both departments on the performance of the Apprenticeships programme overall.

The post carries Senior Responsible Owner (SRO) responsibilities for the Apprenticeships programme. Through the DIUS Permanent Secretary, the postholder will report to the Secretary of State for Innovation, Universities and Skills, and via the DCSF Permanent Secretary, to the Secretary of State for Children, Schools and Families on the delivery of Apprenticeships for young people. In addition, the postholder will report twice annually to the Prime Minister (via the Prime Minister’s Delivery Unit) on performance and progress against targets.

On a day to day basis, the post involves directing and managing some 270 staff of the NAS as a discrete service, and the postholder will work with the LSC Chief Executive, who is the Accounting Officer responsible for the overall LSC budget including the Apprenticeships programme, as a member of LSC’s senior executive team. An implementation plan for the formation of the NAS is currently being prepared, including assessment of future staffing needs within the LSC.

In addition to responsibility for delivery of the Apprenticeships programme, the Chief Executive will have their own directly managed policy advice capacity located in DIUS. The Chief Executive will also work closely with the separate DIUS/DCSF Joint Apprenticeships Unit.
Job Description

Role title
Chief Executive, National Apprenticeship Service (NAS)

Reports to
Secretary of State for Innovation, Universities and Skills and the Prime Minister on overall progress of the Apprenticeship Programme, and to the Secretary of State for Children, Schools and Families on all aspects relating to young people.

Role purpose
To deliver the Apprenticeships Programme through the NAS; act as the public face of the Programme; coordinate the contribution of other agencies to the achievement of it, and direct and manage the NAS on a day to day basis.

Key responsibilities of the role

- To hold primary responsibility for delivering the Apprenticeships Programme, including the development and implementation of an action plan to take forward the recommendations made in *World-class Apprenticeships*.

- To champion, and act as the public face of, the Apprenticeships Programme, engaging with the media as required and ensuring that the Service builds a strong and positive public profile and a reputation for high quality service and effective delivery with employers.

- To provide visible, effective and inspirational leadership to the staff of the NAS.

- To develop and continuously improve the Service as required. On a day to day basis, direct and manage the NAS, including responsibility for the allocation of appropriate staff and budgetary resources to achieve objectives and the development of effective delivery support systems.

- To keep the Apprenticeships Programme under review and ensure that it delivers against targets. This will include twice yearly reporting to the Prime Minister on progress in delivering the Apprenticeships Public Service Agreement (PSA) target.

- To report regularly on overall progress of the Apprenticeships Programme to the Secretary of State DIUS.
• To report regularly on progress and performance relating to 14-19 aspects to the Secretary of State DCSF.

• To work with, and report to, the DIUS/DCSF Joint Apprenticeships Unit

• To manage stakeholder relationships, nationally and regionally, and co-ordinate the work of other agencies to optimise their contribution to the wider Apprenticeships Programme. This will include sector skills councils, local authorities, the Qualifications and Curriculum Authority (QCA), Ofsted and other agencies.

• To build, and maintain, positive strategic relationships with wider stakeholder groups, including higher education, and employers.

• To chair the Apprenticeships Programme Board, holding all contributing partners to account for delivery.

• To act as Senior Responsible Owner (SRO) for the Apprenticeships PSA target, within the wider Leitch skills PSA.

• To ensure the effective delivery of expanded Apprenticeships for 16-18s in relation to Raising the Participation Age ambitions.

The Chief Executive will report to the Permanent Secretaries of the DIUS and the DCSF; and in respect of the budgets, staffing and operations located within the LSC, will work within the Accounting Officer responsibilities of the Chief Executive of the LSC.