



National College for
Teaching & Leadership

National College for Teaching and Leadership

Framework Document

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Contents

Ministerial foreword	4
Introduction	5
Aims and objectives	6
Roles, responsibilities and governance	7
Permanent Secretary (Principal Accounting Officer)	7
Director General for Education Standards	7
Accounting Officer	8
Support and challenge	9
Chair	10
Governance	11
The Agency Management Board	11
Bilateral Meetings	12
Quarterly Strategic Review	12
Performance Committee	12
Department for Education Boards	12
Department's Audit and Risk Committee	13
Relationships within the Department and with other bodies	13
Accountability to Parliament	13
Parliamentary Committees	13
Parliamentary Commissioner for Administration	13
Parliamentary Questions and Parliamentary Correspondence	14
Fulfilling the Accounting Officer role	14
Financial Management and Reporting	14
General Accounting Rules	14
Funding Allocation	14

Delegations	15
Financial Management and Reporting	15
Annual Report and Accounts	15
Audit and Assurance	16
Internal Audit	16
External Audit	16
Risk Management	16
National College for Teaching and Leadership Staff	17
Shared Services	17
Human Resources	17
Estates and Facilities Management	18
Communications	18
Finance and Procurement	18
Legal Services	19
Information, Communication and Technology Services	20
Internal Audit and Assurance	20
Annex 1: National College for Teaching and Leadership Management Structure	21

Ministerial foreword



I am pleased to introduce the revised Framework Document for the National College for Teaching and Leadership (NCTL). It sets out the arrangements for the governance, accountability, financing, staffing and operation of NCTL.

NCTL has two key aims, to improve academic standards by: ensuring we have a well-qualified and motivated teaching profession, in sufficient numbers to meet the needs of our school system; and to help schools to help each other to improve. It will work towards developing a 0-18 education system which will allow new ways of working to support the best schools, headteachers, and teachers to lead improvements in the quality and training of all school staff.

NCTL's expertise and resources will increasingly be centred on activities that will support the school system, encouraging greater levels of system leadership and local responsibility for improving academic standards.

I look forward to continuing to work closely with NCTL and wish them every success in their work.

Nick Gibb MP
Minister of State for Schools

Introduction

1. The National College for Teaching and Leadership ('the Agency') was formed on 29 March 2013 by merging the activities of the National College for School Leadership and the Teaching Agency. It is an executive agency of the Department for Education ('the Department').
2. The Agency has responsibility, on behalf of the Secretary of State for Education ('the Secretary of State'), to improve academic standards by: ensuring we have a well-qualified and motivated teaching profession, in sufficient numbers to meet the needs of our school system; and to help schools to help each other to improve.
3. This Framework Document sets out the arrangements for the governance, accountability, financing, staffing and operation of the Agency, agreed between the Secretary of State, the Director General for Education Standards and the Accounting Officer of the Agency, and approved by Her Majesty's Treasury (HMT).
4. This Framework Document will be reviewed under arrangements agreed between the Secretary of State and the Agency Accounting Officer by April 2017 (but may be reviewed at any time if they so wish).
5. The next review of the operation of the Agency will be completed by April 2016. Future reviews will not exceed three years (April 2019), in accordance with Cabinet Office guidance.
6. Any amendments to this Framework Document must be agreed by the Secretary of State and the Agency Accounting Officer, and by HMT. Any departure from the provision of this Framework Document must be agreed in writing on a case-by-case basis between the Secretary of State, or delegate, and Agency Accounting Officer, and a HMT Minister if appropriate.
7. Any questions concerning the interpretation of this Framework Document will be resolved, if possible, by agreement between the Agency Accounting Officer and the Director General with responsibility for the Agency and, in default of agreement, will be referred for decision to the Secretary of State.
8. Copies of this Framework Document will be published on the Department's website and placed in the libraries of both Houses of Parliament.

Aims and objectives

9. The Department for Education is responsible for education and children's services in England. We work to achieve a highly educated society in which opportunity is equal for children and young people, no matter what their background or family circumstances
10. The Agency has two strategic aims:
 - i. Improving the quality of the education workforce; and
 - ii. Helping schools to help each other to improve.
11. The Agency will also deliver other functions on behalf of the Secretary of State which, at present, include:
 - i. support the quality and status of the teaching profession by ensuring that in cases of serious **professional misconduct**, teachers are prohibited from teaching;
 - ii. overseeing the induction process for teachers and award Qualified Teacher Status and Early Years Teacher Status.
12. The Agency publishes a business plan setting out its annual and longer-term strategic objectives and key targets as agreed with the Secretary of State at the start of each financial year.

Roles, responsibilities and governance

Permanent Secretary (Principal Accounting Officer)

13. The Permanent Secretary is the Principal Accounting Officer for the Department for Education and, as such, is responsible to Ministers for the overall leadership and operation of the Department, including the Agency, and for advising on, and setting, policies and frameworks and allocation of resources and expenditure for the Department as a whole.
14. The Permanent Secretary's responsibilities as Principal Accounting Officer include:
 - i. ensuring that the Department, including the Agency, uses its resources efficiently, economically and effectively;
 - ii. ensuring the Agency conforms to Departmental and Government policy;
 - iii. being satisfied that the Agency (as with the Department as a whole) has adequate financial management systems and procedures in line with Government standards, operates with propriety and regularity, and is using its funds for the purposes intended by Parliament.
15. The Permanent Secretary has designated the Agency's Director of Delivery as the Accounting Officer for the Agency.

Director General for Education Standards

16. The Secretary of State has asked the Director General for Education Standards ('the Director General') to take responsibility for oversight of the Agency and to line manage the Director of Delivery. In doing so, the Director General will support the work of the Agency by:
 - i. agreeing the budget, strategic long-term and annual objectives (as set out in the annual business plan), strategic performance and management framework, and impact indicators for the Agency before submitting these for agreement by the Secretary of State;
 - ii. monitoring, advising and challenging the Agency's performance against these objectives (including financial performance, risk management and forward planning);
 - iii. advising Ministers and the Permanent Secretary on the Agency's performance and strategic direction;

- iv. ensuring the Agency has the overall delegations and authorities it needs for effective delivery and continuous improvement;
- v. ensuring that the Agency is engaged in Departmental policy developments that affect it and consulted in a timely way on Government-wide policy developments.

Accounting Officer

- 17. The appointment of all Directors in the Agency will be made in accordance with the recruitment principles set out by the Civil Service Commissioners. Remuneration will normally be agreed in accordance with the performance and reward arrangements for members of the Department's Senior Civil Service.
- 18. The Permanent Secretary, as Principal Accounting Officer, has designated the Director of Delivery as Accounting Officer for the Agency. In that capacity the Director will be accountable to the Secretary of State, the Principal Accounting Officer, and the Director General, Education Standards'. As Accounting Officer, the Director of Delivery is also accountable to Parliament for those responsibilities which are set out in an appointment letter and is responsible for ensuring the requirement of the HM Treasury Managing Public Money and Cabinet Office guidance, are met.
- 19. The Accounting Officer is accountable to the Secretary of State for the performance, leadership and day-to-day management of the Agency. The Secretary of State is responsible for the policy framework within which the Agency operates; for determining its strategic objectives; for setting its annual key financial and performance targets (which are announced to Parliament by Ministerial statement); approving Business Plans; and for monitoring performance against targets.
- 20. Ordinarily, the Director General will perform an oversight role on behalf of the Secretary of State, but the Accounting Officer and Secretary of State will also meet regularly to discuss matters of concern with one another directly as necessary. Specifically, the Director of Delivery and Secretary of State will meet at least annually to discuss and review the Agency's performance. The Director will also meet regularly with the Minister of State for Schools and will engage with other responsible Ministers as appropriate.
- 21. The Secretary of State is accountable to Parliament on all matters concerning the Agency, and accordingly retains the right to intervene in the operations of the Agency if public or parliamentary concerns justify it.

22. The Director of Delivery's responsibilities as Accounting Officer include:
- i. effectively implementing the strategic policy set by Ministers;
 - ii. preparing the Agency's annual business plan and contributing to the Department's single departmental plan;
 - iii. efficient and cost-effective management of the Agency so as to ensure it achieves its objectives and targets within the financial parameters set out in the Delegation letter issued annually and supported by Departmental and HMT guidance;
 - iv. ensuring that Agency staff have the necessary delegations and authorities they need for effective delivery and continuous improvement;
 - v. effective leadership and management of the staff of the Agency (Annex 1);
 - vi. ensuring robust financial planning and a full understanding of the costs of the Agency's activities;
 - vii. reporting in a timely manner to the Permanent Secretary and Ministers via the Director General on Agency delivery performance, finance, risk management and forward planning;
 - viii. informing senior officials or Ministers of any novel or contentious business delivery issues which could give rise to substantial media, public, Parliamentary or Ministerial concern;
 - ix. ensuring that the Agency and any providers it commissions comply fully with all relevant legislative and corporate governance arrangements.

Support and challenge

23. The Department has put in place arrangements to provide the Accounting Officer with additional support and challenge. One of the Department's Non-Executive Board Members has responsibility for providing this and exercises this responsibility through attendance at quarterly Strategic Performance Review meetings (see paragraph 33 for details).

Chair

24. The Department has further strengthened the leadership of the Agency through the appointment of a system leader^[1] to the role of NCTL Chair. The Chair provides strategic advice to senior officials and Ministers on all aspects of policy within the NCTL's remit, and acts as an advocate for the school-led system and government policy on teaching and leadership.
25. The Chair's responsibilities include:
- i. Giving advice to the Secretary of State on matters relating to the national policy on recruitment of teachers and the development of school leaders;
 - ii. Providing advice and challenge to the Director for Delivery and the NCTL senior leadership team to ensure that programmes continue to support Ministers' priorities, specifically the development of the school-led system;
 - iii. Representing the Secretary of State and DfE in sector engagements to promote and drive the move to a school-led system;
 - iv. Gathering intelligence from the sector on the challenges facing teacher recruitment and leadership supply;
 - v. Chairing NCTL's Management Board.
26. The Chair will attend and play a full role in the Agency's quarterly Strategic Performance Review meetings, alongside the Director General and a Non-Executive Board member from the Department for Education.
27. Where the person holding the role of Chair has potential conflicts of interest, the Agency will establish clear protocols for managing these. These arrangements will include:
- i. The Chair stepping down from roles where such conflicts may be perceived.
 - ii. Not providing advice on the specifics of delivery in a region in which they continue to be directly involved in another capacity.

^[1] A System Leader is a current or recently retired headteacher who, in addition to running their school(s), works with schools in challenging circumstances to support school improvement.

- iii. Playing no role in operational decisions about allocation of funds, designation of system leaders, or awarding of contracts/grants in a region in which they continue to be directly involved in another capacity.
 - iv. Maintaining a full record of any advice given where there is a likelihood that a conflict of interest could be perceived.
- 28. This post will report directly to the Director General (ESD). The post holder will not play any role in day-to-day decision making or management of the agency itself, which will come under the Accounting Officer.

Governance

- 29. The Agency will follow the principles of good governance that are set out by the Governance Strand of the Department for Education Review. Therefore the Agency's governance will:
 - be designed so that there is a clear line of sight through the system with feedback loops at each level from the top down, supporting the Department's Board and its sub-committees;
 - be light touch as far as possible, not increasing burdens but increasing prospects of successful delivery;
 - be streamlined with as few layers and reporting lines as possible;
 - be fit for purpose: not every activity needs to be managed by a board or using PPM techniques;
 - include clarity of accountabilities and remits (including focus on inputs, outputs or outcomes as necessary and the decisions and courses of action open) across all parts of the structure – with minimal duplication or overlap and clear routes and rationale for escalation;
 - include standardised reporting which is as light touch as possible – and as much as possible, provide a single set of information which can be synthesised for the next tier;
 - have external/independent scrutiny and challenge;
 - involve regular self-evaluation to assess whether the governance mechanisms are effective and adding value, and;
 - be supported by clear structures and processes, good communication and the right people.

The Agency Management Board

30. The Agency will have a Management Board chaired by the Chair and attended by the Agency's Directors and Deputy Directors. Senior officials from within the Department will attend as appropriate.
31. The Management Board will be responsible for addressing the strategic challenges faced by the Agency.

Bilateral Meetings

32. Monthly bilateral meetings will be held between the Director General and the Director of Delivery for the clearance of monthly updates prior to reporting to the Performance Committee (see para 34). This includes updates on monthly delivery plans and programme reports, non-delivery plan business and risk escalation.

Quarterly Strategic Review

33. The Director General will hold strategic performance reviews with the Directors of the Agency, along with Deputy Directors where appropriate. The quarterly meeting cycle that the Director General holds will constitute part of the Department's governance structure for managing the Agency and will inform the termly reporting cycle to the Department Board and Audit and Risk Committee. This will allow the Director of Delivery to present the work of the Agency (for example, delivery performance, expenditure, risk management and forward planning) in the round, and allow the Non-Executive Board Member and the Director General as well as the other attendees to scrutinise and challenge that work in some depth.

Performance Committee

34. The Agency will provide bi-monthly reports to the Performance Committee for the joint delivery plans with Teacher and Teaching Group. Building Block risk reporting will be reported twice a year to the committee.

Department for Education Boards

35. The Department Board provides strategic and operational leadership for the Department, with a major emphasis on monitoring progress against the Departmental Delivery Plans. All Ministers sit on this Board, along with the Permanent Secretary, the Directors General and four Non-Executive Board Members.
36. The Department Board has three main committees; The Performance Committee; the Management Committee; and the Audit and Risk Committee. This governance structure will ensure that Ministers and senior officials supported by the Non-Executive Board Members can provide strategic leadership for the whole

Department. It ensures the efficient and effective management of the Department.

37. The Agency's work will feature in the joint Delivery Plans with Teachers and Teaching and the Early Years, Child Poverty and Strategy as well as in the Director General's regular reporting. The Director of Delivery may be asked to attend any of the Committees or the Department Board to answer questions about the Agency's work.

Department's Audit and Risk Committee

38. The work of the Agency will also be subject to scrutiny by the Department's Audit and Risk Committee, a sub-committee of the Department Board which focuses on departmental and Executive Agency accounts, financial risks, accountability and propriety, as well as providing independent assurance to the Permanent Secretary in his role as Principal Accounting Officer. It may also make recommendations to the Principal Accounting Officer and the Board on the Agency's risk management.

Relationships within the Department and with other bodies

39. The Agency will work with Departmental policy teams and other Agencies to advise on and effectively implement the strategic policy set by Ministers. The Agency will also work collaboratively with other bodies, including other government departments that have an interest in its work.

Accountability to Parliament

Parliamentary Committees

40. The Permanent Secretary and the Agency Accounting Officer may be asked to appear before the Public Accounts Committee concerning their respective Accounting Officer responsibilities.
41. The Director of Delivery may be asked to represent and answer for the Secretary of State at hearings of Parliamentary Committees when operational matters concerning the Agency are discussed.

Parliamentary Commissioner for Administration

42. The Agency follows the Department's complaints procedures and is subject to the jurisdiction of the Parliamentary Commissioner for Administration (PCA). Cases may be referred to the PCA by an MP once the Department's complaints procedure has been exhausted.

43. The Permanent Secretary is the Principal Officer of the Department for Education for the purposes of PCA referrals but delegates the responsibility for handling any matters concerning the Agency to the Agency Accounting Officer through this Framework Document.

Parliamentary Questions and Parliamentary Correspondence

44. The Director of Delivery, or nominated representative, will advise Ministers on Parliamentary Questions (PQs) and Parliamentary Correspondence addressed to Ministers as required on all Agency matters. The Agency and policy teams will work closely on responses to Parliamentary Questions and Correspondence on delivery and policy, respectively, according to operational processes to be agreed. The Secretary of State may ask the Director of Delivery to reply direct to correspondence and written PQs that concern issues delegated to the Director of Delivery.

Fulfilling the Accounting Officer role

45. The Accounting Officer will discharge their duties in accordance with *Chapter 3 of Managing Public Money* (HMT).
46. As Agency Accounting Officer, the Director of Delivery is personally responsible for propriety and regularity, value for money, efficient and effective use of resources for which he is accountable and the organisation and management of the Agency.
47. The Agency's Accounting Officer is required to provide assurance that the Agency's funds are used for the purposes intended by Parliament, are properly accounted for, and that the Agency has in place an effective and appropriate system of internal control. That assurance will be provided through the Agency's Governance Statement which must be signed annually by the Accounting Officer.

Financial Management and Reporting

General Accounting Rules

48. The Agency is subject to public expenditure controls as well as the rules and policies laid down by the Department and by HMT in *Managing Public Money*, *Consolidated Budgeting Guidance*, *Financial Reporting Manual* and other accounting instructions that are issued from time to time.

Funding Allocation

49. The Secretary of State agrees the budget and resource allocation for the Agency on the advice of the Director General as part of the Departmental Annual Business Planning or Spending Review process.

Delegations

50. The Director General, ESD, will delegate responsibility for all financial matters relating to the Agency's functions to the Director of Delivery in a formal delegation letter. The Agency will operate within the limits confirmed in the letter, and through the department's delegation framework which will be reviewed at least annually.
51. The Agency Accounting Officer is accountable for expenditure incurred within the Agency in delivering its services and any income it receives. The Agency Accounting Officer has the right to approve all items of expenditure, use of receipts, authorise write-off losses and make special payments within limits specified through the Department's delegation framework. This delegation is subject to the financial delegations, controls and approval processes set by the Department, HMT and the Cabinet Office.

Financial Management and Reporting

52. Monthly Financial Management reports will be provided as part of shared services provision. The Agency will use this financial information for its monthly performance reports. The Agency Accounting Officer will approve the report for submission to the Department's governance structures.

Annual Report and Accounts

53. As part of shared services provision, the Department's Finance team will prepare the Annual Report and Accounts in accordance with the guidance and accounting policy set out by the Cabinet Office and HMT. The Agency Accounting Officer, is responsible for signing the Agency's Annual Report and Accounts and the Governance Statement and passing them to the Comptroller and Auditor General for external audit.
54. The Audit and Risk Committee will provide independent advice and challenge of the Accounts.
55. The Annual Report and Accounts will be prepared and audited according to an agreed timeline and will be submitted to the Secretary of State following endorsement by the Permanent Secretary and the Director General. The Report and Accounts will form part of the Whole of Government Accounts return for the Departmental group. The Secretary of State will lay the Annual Report and Accounts in Parliament.

Audit and Assurance

Internal Audit

56. The Agency will receive internal audit and assurance services from the Government Internal Audit Agency (GIAA) who will provide independent and objective assurance to the Accounting Officer on the adequacy and effectiveness of the Agency framework of governance, risk management and control by measuring and evaluating the Agency's effectiveness in achieving its agreed objectives. This will be timed to support the Accounting Officer's annual Governance Statement.
57. The Agency will be included in any cross-Department compliance and themed audits where relevant, and in any audits based on the resource management (RM) system.
58. All Audit Work will be carried out in accordance with the Government Internal Audit Standards, the Institute of Internal Auditors Code of Ethics and relevant legislation.

External Audit

59. The Comptroller and Auditor General will, in line with an audit timetable agreed with the Department:
 - i. conduct a financial audit of the Agency's accounts;
 - ii. examine their regularity and propriety of transactions;
 - iii. give an opinion on the accounts and transactions to Parliament; and may carry out investigations into the value for money of Agency spending.
60. The Comptroller and Auditor General will have access to any books and records of the Agency in order to follow up any concerns over matters of regularity and propriety, and to carry out examinations into economy, efficiency and effectiveness with which the Agency has used its resources in discharging its functions.

Risk Management

61. The Agency will develop and maintain a risk management process that is consistent with the Department's risk management framework and principles of good risk management.
62. The Agency will work jointly with the Teachers and Teaching policy family to manage its elements of the Building Block Risks. This will include the definition, role and responsibilities of Building Block 'sub-risk' owners so that there is clarity

regarding the actions that the Agency and the policy families are taking to manage the risks.

63. The Agency will share other risk information with the Department and notify the Department of other risks that need or may need action by the Department as necessary as part of its ongoing joint working. Any risk that meets the escalation criteria, as set out in the Department's risk management framework, will be considered by the Management Committee.
64. The Agency's risk management process will be scrutinised by the Audit and Risk Committee.

National College for Teaching and Leadership Staff

65. All staff working in the Agency are civil servants employed by the Department for Education on Departmental terms and conditions of service. As such, posts in central Department functions and the Department's Executive Agencies are open to all Departmental staff. In the case of recruitment to the senior civil service, the Agency should observe the requirements and processes set out by the Civil Service Commissioners.
66. NCTL will manage staff across all departmental sites and will work with Education Standards to agree the agency workforce targets. Details of NCTL's performance against these will be published in NCTL's annual accounts.
67. The Agency will follow Civil Service and Departmental human resources policy and guidance.

Shared Services

68. A number of corporate functions will be provided as a shared service across the Department reflecting the Department for Education operating model. The quality of service provision will be reviewed at regular intervals and any issues discussed between the Agency Accounting Officer and the Director responsible for the relevant shared service. The relationship between NCTL and shared services are outlined in sections 69 to 90.

Human Resources

69. The Department's HR Group will be responsible for the delivery of HR services to the Agency, including the provision of advice and guidance on matters such as training and development, performance management, case work and

recruitment/brokerage advice. In addition, the Agency will be able to call on the services of Education Standards Directorate's dedicated HR Business Partner for advice at a strategic level.

70. On behalf of the Agency, the Department's HR Group will also manage those elements of the HR service which are provided by third party providers. This includes, for instance, payroll and administration of pensions, occupational health and childcare funding.

Estates and Facilities Management

71. The Department's Property Asset Management Unit (PAMU) will deliver Estates and Facilities Management services to the Agency and will also manage those elements of the facilities management service which are provided by third parties.
72. Services provided will include health and safety management, cleaning, security, helpdesk, building maintenance, reprographics, mail delivery and distribution, catering services where appropriate and the disaster recovery component of business continuity planning. The Agency will adopt the Department's Flexible Workspace policy.
73. PAMU will seek to run and maintain buildings to high environmental standards with environmental management programmes in place and sustainability being a key component of the building maintenance and operation regime.

Communications

74. The Agency will retain responsibility for its internal and external communications, working closely with the Department's central communication function, especially in relation to strategy and approach. The Agency will be responsible for the management and delivery of operational communications which are required to carry out its core business areas.

Finance and Procurement

75. The Department's Finance & Commercial Group (FCG) will provide professional finance and commercial services, including provision of heads of profession for finance and procurement, to ensure that the Agency has the commercial skills and capability that it needs. FCG will set finance and commercial policy and standards for the Department as a whole, including the Agency. A forward work plan will be agreed with Commercial Division to establish levels of support and timescales applicable to this commercial activity.

76. Financial management support for the Agency will include production of the Agency's statutory annual report and resource accounts, Board Reporting, financial accounting, management accounting and budget loading. FCG will consolidate the Agency's annual report and accounts into the Department's Whole of Government Accounts return.
77. FCG will provide procurement policy and procurement advice to the Agency as well as procurement support for the Agency's Major Procurements defined as high risk, high value or complex which are outside of the scope of the Agency's small dedicated commercial team. In addition FCG will ensure that the Agency has access to deals for common goods and services either from the Department's own deals or by providing access to the Government Procurement Service deals and, where necessary, FCG will put in place bespoke deals for the Agency.
78. FCG will provide advice on governance, propriety and regularity, and wider data and information solutions and processes.
79. All processing of finance and commercial transactions will be provided by the DWP Oracle RM system. As part of the Department, the Agency will be covered by the Department's assurance processes with DWP shared services.
80. DWP shared services also undertake all procurements with a value under £100 which are not within the specialist areas covered by NCTL's small dedicated team.
81. The Management Information team will interrogate the resource management system and provide routine workforce reports and analysis covering the Agency.
82. The Agency can procure educational specialist services using its e-procurement system sourced from the Dynamic Purchasing System (Operational Associates framework and Leadership and Training framework); provided that applicable HMRC advice is followed, they are competed within these frameworks and adhere to the Agency's day rates policy and that the delegated financial authority for proposed spend continues to be obtained within the Agency and is exempt from Efficiency Controls¹.

Legal Services

83. The Legal Adviser's Office (LAO) will provide the Agency with flexible, timely and high quality legal services to enable it to operate effectively within the law, achieve best legal outcomes and minimise legal risk. These services involve legal advice on operational and policy issues, primary legislation and secondary legislation,

¹ As agreed by Department for Education Ministers in April 2013

public law and European law. They also include enhancing the legal awareness of staff and supporting the procurement, management and quality assurance of external legal services.

84. LAO and the Agency will work in partnership to maximise the value for money of legal services. LAO's service provision is specified in a Memorandum of Understanding between the Treasury Solicitor's Department (of which LAO is a division) and the Department.

Information, Communication and Technology Services

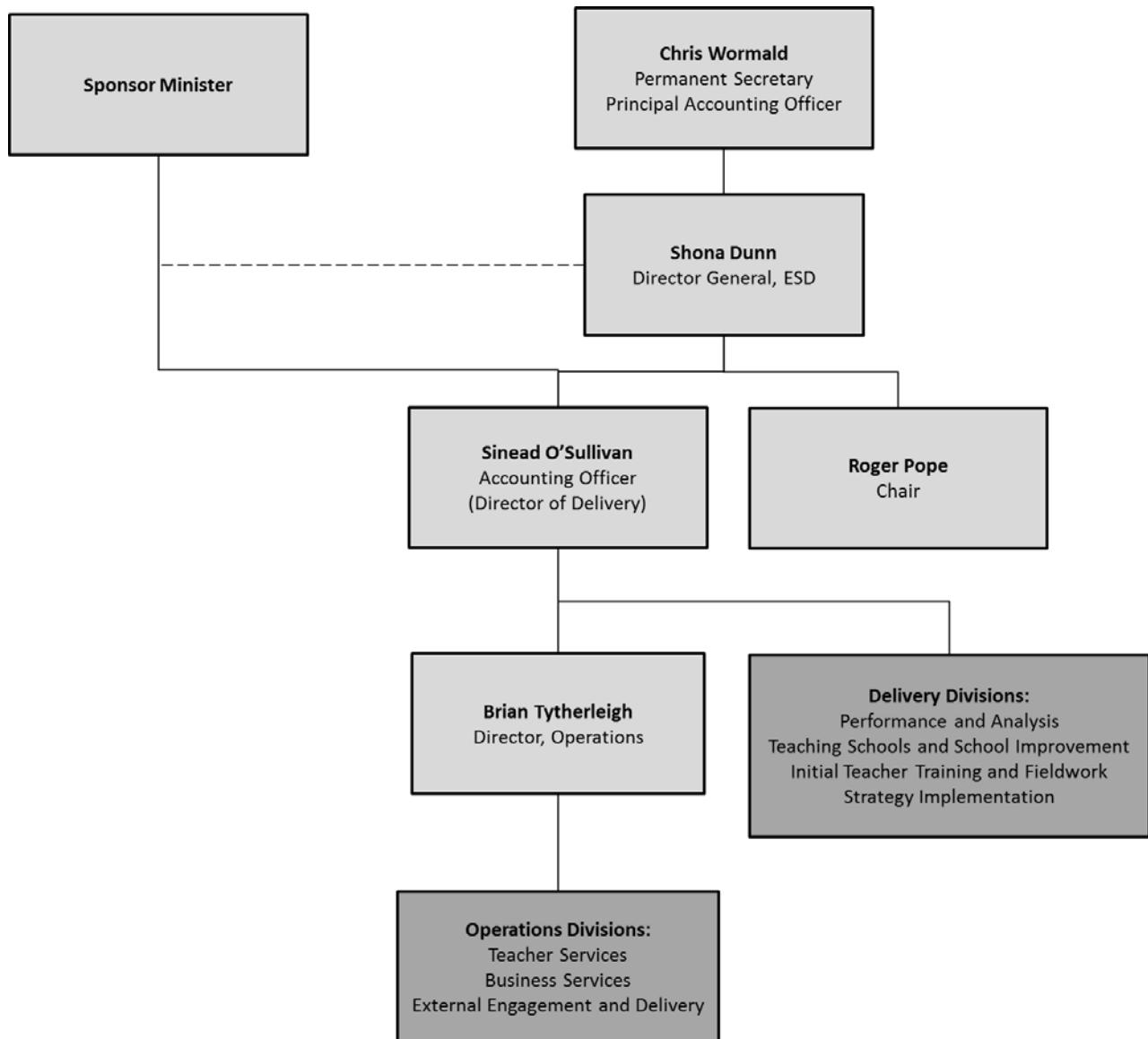
85. All IT services will be provided from core services to bespoke services developed in conjunction with the Agency. Agency staff will receive the same level of service as other Departmental staff.
86. The IT Group will work with the Agency to agree the arrangements for service delivery and supplier relationships. IT Group will appoint an Agency Business Partner to manage and oversee these arrangements.
87. The IT Group will assume responsibility for the development, delivery and support of its customer facing ICT systems, and the Data Warehouse systems. It will agree an Operating Level Agreement with the Agency to describe the scope of the services provided and describe how IT and the Agency will work together to safeguard and secure the delivery of services and business requirements to deliver the work of the Agency.

Internal Audit and Assurance

88. The internal audit service will be provided by the Department as described in paragraphs 51 to 53 as part of the shared service programme. In providing this service Internal Audit will have unrestricted access to the National College for Teaching and Leadership staff, documents and records. NCTL will report any suspected instances of fraud, error and irregularity to the Department Fraud, Error and Debt (FED) Champion and Internal Audit.
89. It will be the responsibility of the Accounting Officer to agree the audit programme for the Agency with the Head of Internal Audit.
90. The next review of the operation of the Agency will be completed by April 2016. Orderly arrangements will be put in place should the outcome determine the closure of the agency. Future reviews will not exceed three years (April 2019), in accordance with Cabinet Office guidance.

Annex 1: National College for Teaching and Leadership Management Structure

91. The following diagram shows NCTL's management structure at the point of publication of this Framework. Updates to this structure can be viewed in future NCTL Annual Report and Accounts.





National College for Teaching & Leadership

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