



Cabinet Office

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**ADVISORY  
COMMITTEE  
ON BUSINESS  
APPOINTMENTS**



## **Framework Document**

CIVIL SERVICE COMMISSION

ADVISORY COMMITTEE ON BUSINESS APPOINTMENTS

COMMISSIONER FOR PUBLIC APPOINTMENTS

February 2025

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# Introduction and background

## 1. Purpose of document

- 1.1 This consolidated framework document (the 'framework document') has been agreed between the Cabinet Office and Civil Service Commission (CSC), the Advisory Committee on Business Appointments (ACOBA) and the Commissioner for Public Appointments (CPA) in accordance with HM Treasury's handbook Managing Public Money (MPM) and has been approved by HM Treasury.
- 1.2 The framework document sets out the broad governance framework within which the CSC, ACOBA, CPA (the Independent Offices) and the Cabinet Office operate. It sets out the core responsibilities of each organisation, describes the governance and accountability framework that applies between the Cabinet Office and the Independent Offices and sets out how the day-to-day relationship works in practice, including in relation to governance and financial matters.
- 1.3 The document does not convey any legal powers or responsibilities, but all parties agree to operate within its terms.
- 1.4 Copies of this document - which is signed and dated by the First Civil Service Commissioner, the Chair of ACOBA, and the Commissioner for Public Appointments and the Cabinet Office - and any subsequent amendments have been placed in the libraries of both Houses of Parliament and made available to members of the public on the CSC, ACOBA and CPA websites respectively.
- 1.5 This framework document should be reviewed and updated at least every 3 years by the CSC, ACOBA and CPA, in consultation with the Cabinet Office, unless there are exceptional reasons that render this inappropriate that have been agreed with HM Treasury and the Principal Accounting Officer of the Cabinet Office. The latest date for review and updating of this document is October 2027.

## 1a. Organisational Structure

1a.1 The categorisation and purpose of each relevant party is as follows:

- The Cabinet Office is a government department and individually sponsors the CSC, ACOBA and CPA.
- The CSC, an executive non-departmental public body, is established by statute to provide assurance that civil servants are selected on merit on the basis of fair and open competition and to help safeguard an impartial Civil Service.
- ACOBA is an advisory non-departmental public body and considers applications under the government's business appointment rules for former ministers and the most senior Crown servants. Applications at all other grades are dealt with by the relevant government departments.
- CPA is a statutory office holder and provides independent assurance that public appointments are made in accordance with the government's Governance Code on

Public Appointments and with principles of ministerial responsibility, selflessness, integrity, merit, openness, diversity, assurance and fairness.

- 1a.2 The Principal Accounting Officer and Permanent Secretary of the Cabinet Office has designated the Chief Executive Officer (CEO) of the CSC as the Accounting Officer (AO) of the CSC, ACOBA and CPA. The CSC is resourced by the Cabinet Office via a grant-in-aid to deliver its statutory functions and to provide the secretariat for ACOBA and the CPA.
- 1a.3 The shared corporate functions and shared secretariat of the Independent Offices are overseen by a newly established Joint Operations Committee (JOC), with each of the individual Independent Offices remaining responsible for their own policy, strategy, operational delivery and impact. This framework document explains the arrangements of the Independent Offices, the role and functions of each organisation and the interrelationship between them, including the shared accountability arrangements through the CEO of the CSC as the AO for all three organisations.
- 1a.4 The Cabinet Office and the Independent Offices will have an open and honest relationship supported by the principles set out in *Partnerships between Departments and ALBs: Code of Good Practice*. As such, all parties will ensure that they clearly understand the strategic aims and objectives of each other and will commit to keeping each other informed of any significant issues and concerns.

## 1b. Framework Structure

- 1b.1 The three Independent Offices share an AO. This document follows the Framework Document template for the CSC followed by additional sections for ACOBA and CPA, setting out their relationship with the Cabinet Office and CSC, noting that this will refer back to the CSC section for the most part.

# Civil Service Commission (CSC)

## 2. Objectives

- 2.1 The CSC ensures that the selection of people for appointment to the Civil Service is made on merit on the basis of fair and open competition, and complaints under the Civil Service Code are properly considered.

## 3. Classification

- 3.1 The CSC has been classified as a central government organisation by the ONS / HM Treasury Classifications Team.
- 3.2 It is an executive Non-Departmental Public Body (NDPB), sponsored by the Cabinet Office. As an NDPB, it operates at arm's length from the department and Ministers.

# Purposes, aims and duties

## 4. Purpose

- 4.1 There have been Civil Service Commissioners since 1855 working under the Royal Prerogative. The CSC was established by statute in the Constitutional Reform and Governance Act (2010) (“the Act”). Its purpose and functions are set out in Part 1 of the Act.
- 4.2 Commissioners are appointed by His Majesty following the recommendation of the Minister for the Civil Service, under the authority of the Act, for a single non-renewable term of no more than five years.

## 5. Powers and duties

- 5.1 The CSC’s powers and functions stem from Part 1 of the Act.
- 5.2 The CSC’s role and statutory functions are to:
  - carry out reviews of recruitment policies and practices it thinks necessary to establish the principle of selection on merit on the basis of fair and open competition is being upheld in accordance with the requirement in section 10(2) of the Act and the Recruitment Principles (section 14 of the Act);
  - publish a set of Recruitment Principles (section 11 of the Act) to be applied for the purposes of the requirement in Section 10(2) of the Act;
  - approve specified appointments by exception as set out in the Recruitment Principles (section 12 of the Act);
  - consider complaints about competitions and determine procedures for the making of such complaints and for their investigation and consideration (section 13 of the Act);
  - consider complaints under the Civil Service Code and the Diplomatic Service Code and determine procedures for making such complaints and for their investigation and consideration (Section 9 of the Act); and
  - Prepare a statement of accounts for each financial year.
- 5.3 The Minister for the Civil Service and the CSC may agree that the CSC is to carry out functions in relation to the Civil Service in addition to those given to it under the Act (Section 17 of the Act).
- 5.4 If, in future, the First Civil Service Commissioner determined it would want to take up functions which it hitherto had not utilised, it would need to discuss with the Cabinet Office to agree an appropriate way forward.

## 6. Aims

- 6.1 The CSC’s strategic aims are:
  - to ensure recruitment into the Civil Service is ‘on merit and on the basis of fair and open competition’ and that the best candidates are selected; and

- to ensure civil servants are aware of the Civil Service Code, including available routes through which to raise a concern, and to consider escalated complaints.

## Governance and accountability

### 7. Governance and accountability

- 7.1 The CSC shall operate corporate governance arrangements that, so far as practicable and in the light of the other provisions of this framework document, or as otherwise may be mutually agreed, accord with good corporate governance practice and applicable regulatory requirements and expectations.
- 7.2 In particular (but without limitation), the CSC should:
- comply with the principles and provisions of the *Corporate Governance in Central Government Departments Code of Good Practice* (as amended and updated from time to time) to the extent appropriate and in line with its statutory functions or specify and explain any non-compliance in its annual report;
  - comply with MPM;
  - in line with MPM have regard to the relevant Functional Standards, as appropriate, and in particular those concerning finance, commercial and counter fraud;
  - take into account the codes of good practice and guidance set out in Annex A of this framework document, as they apply to Arm's Length Bodies;
  - hold an annual open meeting; and
  - provide evidence as requested to the Public Administration and Constitutional Affairs Committee or its successor and its equivalent bodies in the Scottish Parliament and the Welsh Parliaments on the Annual Report and related matters.
- 7.3 In line with MPM Annex 3.1 the CSC shall provide an account of corporate governance in its annual governance statement, including the Board's assessment of its compliance with the *Corporate Governance in Central Government Departments Code of Good Practice* with explanations of any material departures. To the extent that the CSC does intend to depart materially from the Code, the sponsor should be notified in advance.

## Role of the Civil Service Commission

### 8. The responsible Minister

- 8.1 A Minister of the Cabinet Office, on behalf of the Prime Minister in his role as Minister for the Civil Service, is accountable to Parliament for all matters concerning the CSC.
- 8.2 A Minister of the Cabinet Office will have due regard to the CSC's independent status, as set out in the Act, and in accordance with its status as a Non-Departmental Public Body. Subsequently, the CSC will not be categorised as a unit of the department, particularly during the business planning, in-year headcount and budgeting processes. The CSC will report on its corporate and financial matters to the department in the manner set out in this document.

- 8.3 The Minister's statutory responsibilities, in respect of the CSC, are set out in the Act. These include:
- 8.3.1 consulting with the First Ministers for Scotland and Wales and the relevant opposition leaders before selecting the First Civil Service Commissioner, and recommending the person who is appointed by his Majesty;
  - 8.3.2 recommending a person to be a Commissioner, who is appointed by His Majesty with the agreement of the First Civil Service Commissioner;
  - 8.3.3 determining the terms on how the First Civil Service Commissioner, and Commissioners, hold office;
  - 8.3.4 authorising a Commissioner to carry out the functions of First Civil Service Commissioner if the role is vacant;
  - 8.3.5 receiving written notice on resignations by the First Civil Service Commissioner or a Commissioner;
  - 8.3.6 the discretion to direct the CSC to pay compensation if a person ceases to hold office as First Civil Service Commissioner or Commissioner. (The Commissioners' terms and conditions of appointment carves out the process).
  - 8.3.7 paying the CSC the sums required to carry out its functions in relation to costs and expenditure, consulting with the CSC;
  - 8.3.8 giving direction, with the Treasury's approval, as to the content, presentation, and methods on the preparation of CSC's financial statement; and
  - 8.3.9 sending the statement to the Comptroller and Auditor General who examines, certifies and reports before laying the report in Parliament.
- 8.4 The Minister also conducts an annual appraisal of the First Civil Service Commissioner.

## Appointments: The First Civil Service Commissioner

- 8.5 The First Civil Service Commissioner is appointed by His Majesty on the recommendation of the Minister of the Civil Service under Schedule 1, Part 1 of the Act for a term no longer than five years. The Cabinet Office is responsible for running the selection process for the appointment of the First Civil Service Commissioner. The appointment and selection process must be on merit on the basis of fair and open competition. The CSC is not a body listed in the Public Appointments Order in Council. However, the appointment of the First Civil Service Commissioner will follow a process similar to that set out in the Governance Code on Public Appointments.
- 8.6 The Minister for the Civil Service will consult the First Minister in Scotland and the First Minister in Wales on the recommended candidate.
- 8.7 The Minister for the Civil Service will consult the leaders of the two main opposition parties in Parliament on the recommended candidate.
- 8.8 The recommended candidate will be subject to a pre-appointment hearing by the Public Administration and Constitutional Affairs Select Committee or its successor (provided Parliament is sitting).

## Appointments: Civil Service Commissioners

- 8.9 There will be a minimum of 7 Civil Service Commissioners, one of which is to be the First Commissioner, as outlined in the Act. Commissioners are appointed by His Majesty on recommendation by the Minister for the Civil Service under Schedule 1, Part 1 of the Act for a term no longer than five years.
- 8.10 All such appointments should have regard to the principle that appointments should reflect the diversity of the society in which we live, and appointments should be made taking account of the need to appoint boards which include a balance of skills and backgrounds.
- 8.11 The Cabinet Office is responsible for running the selection process for the recruitment of Civil Service Commissioners. The CSC is not a body listed in the Public Appointments Order in Council. However, the appointment of Commissioners will follow a process similar to that set out in the Governance Code on Public Appointments. Details include:
- a person's selection for recommendation must be on merit on the basis of fair and open competition following the principles set out in the CSC's Recruitment Principles and in accordance with the Governance Code on Public Appointments;
  - a person must not be selected without the agreement of the First Commissioner;
  - if a candidate is being expressly chosen to provide a link with the Scottish Executive or the Welsh Parliament, the First Commissioner or the Cabinet Office will invite a representative of the respective administration to be part of the selection panel; and
  - a Commissioner is appointed by His Majesty on the recommendation of the Minister for the Civil Service.
- 8.12 There is a duty on the Cabinet Office to appoint new Commissioners when a Commissioner leaves, in accordance with the process set out above, and ensure the threshold of seven commissioners is not breached.

## First Commissioner and Commissioners' terms of appointment

- 8.13 The terms on which the First Civil Service Commissioner holds office are determined by the Minister for the Civil Service and set out in writing in the First Commissioner's appointment letter and accompanying terms and conditions.
- 8.14 The terms on which the Commissioners hold office are determined by the Minister for the Civil Service and set out in their appointment letters and terms and conditions.
- 8.15 In deciding such terms, the Minister for the Civil Service shall have regard to the recruitment and retention of Commissioners; and comparable arrangements in other public bodies.

## Resignation and removal of Commissioners

- 8.16 The First Civil Service Commissioner and any other Commissioners may resign from office by giving written notice to the Minister for the Civil Service, and in the case of the First

Civil Service Commissioner, as per their terms and conditions and appointment letter, a notice period of three months applies.

- 8.17 His Majesty, acting upon the recommendation of the Minister for the Civil Service, may remove a Commissioner, or the First Civil Service Commissioner, on the grounds set out in the Act as supplemented by the terms of appointment. The Minister for the Civil Service may direct the CSC to pay compensation for loss of office to the First Commissioner or Commissioner if the Minister is satisfied that the circumstances make this justified.

## 9. The Principal Accounting Officer

- 9.1 The Principal Accounting Officer (PAO) is the Permanent Secretary of the Cabinet Office.

### PAO's specific accountabilities and responsibilities

- 9.2 The PAO of the Cabinet Office designates the Chief Executive as the Civil Service Commission's Accounting Officer (AO), which includes AO for ACOBA and CPA. The designation letter, issued by the PAO, sets out the relationship with the PAO and AO, the AO responsibilities, and the delegated authorities. Details of how this works are set out in full in Chapter 3 of MPM.
- 9.3 The PAO is accountable to Parliament for the issue of any Grant-in-Aid to the CSC, ACOBA and CPA.
- 9.4 The PAO is also responsible, usually via the CSC's Senior Sponsor, for advising a Cabinet Office Minister on:
- an appropriate framework of objectives and targets for the CSC, ACOBA and CPA in the light of the Cabinet Office's wider strategic aims and priorities;
  - an appropriate budget for the CSC, ACOBA and CPA in the light of the Cabinet Office's overall public expenditure priorities;
  - how well the CSC, ACOBA and CPA are achieving their strategic objectives and whether they are delivering value for money; and
  - the exercise of the Ministers' statutory responsibilities concerning the CSC, ACOBA and CPA as outlined above.
- 9.5 The PAO, via the Senior Sponsor, is also responsible for ensuring arrangements are in place in order to:
- monitor the CSC, ACOBA and CPA's activities and performance;
  - address significant problems in the CSC, ACOBA and CPA, making such interventions as are judged necessary;
  - periodically and at such frequency as is proportionate to the level of risk, carry out an assessment of the risks both to the department and the CSC, ACOBA and CPA's objectives and activities in line with the wider departmental risk assessment process;
  - inform the CSC, ACOBA and CPA of relevant government policy in a timely manner; and

- bring ministerial or departmental concerns about the activities of the CSC, ACOBA and CPA, as appropriate, to the departmental Board, requiring explanations and assurances that appropriate action has been taken.

## 10. The role of the sponsorship team

- 10.1 The Propriety and Ethics Directorate within the Cabinet Office is the sponsor team and therefore the primary contact both for the CSC and other parts of Cabinet Office for matters relating to the CSC. The senior sponsor for the CSC is the Director for Propriety and Ethics. They are the main source of advice to the responsible Minister on the discharge of their responsibilities in respect of the CSC. They will also support the PAO on their responsibilities toward the CSC.
- 10.2 The Cabinet Office, as sponsor, will liaise regularly with the CSC and explain any wider developments that might impact the CSC's operations or delivery of its statutory functions.
- 10.3 The role of the sponsor team is to oversee the working relationship between the Cabinet Office and the CSC and, with other Cabinet Office teams as appropriate, obtain the necessary financial, management, risk and operational information required to monitor the CSC's performance. The sponsor team will have regard to the areas of the CSC's remit that engage with other Cabinet Office teams, coordinating them as required.
- 10.4 The sponsor team will support the development of a positive and effective working partnership with the CSC and all parts of the Cabinet Office, underpinned by the 4 principles contained in the *Code of Good Practice*, ensuring that the partnership is tailored and proportionate to the needs of both organisations.
- 10.5 The Senior Sponsor is responsible for annually appraising the performance of the CEO of the CSC, having taken into account input from the First Civil Service Commissioner. Furthermore, the Senior Sponsor will advise the responsible minister and the PAO on:
- the CSC's leadership, accountability and governance;
  - the effectiveness of its Board and the wider organisation;
  - the objectives, strategy and accountability of the CSC;
  - the remuneration of the CEO of the CSC and Independent Offices; and
  - any areas of high risk, such as novel or contentious matters, working with the CSC and Cabinet Office Finance.
- 10.6 The sponsor team's responsibilities include, but are not limited to:
- supporting the CSC's alignment with the department's objectives;
  - reviewing and updating the framework document, in collaboration with the CSC;
  - supporting the CSC in compliance with HM Treasury and Cabinet Office financial controls;
  - reviewing, and advising the Minister of the Cabinet Office on, the CSC's strategy, business plan, objectives, performance metrics and corporate plan;

- identifying and escalating risks within the Cabinet Office, regularly monitor and challenge the rating of risks and ensuring appropriate mitigations are in place; and
- acting as the Cabinet Office's principal point of contact with the First Civil Service Commissioner.

10.7 To support these activities, the sponsor team will meet on a regular basis with the CEO and other working-level colleagues in the CSC. The Senior Sponsor will formally meet with the First Civil Service Commissioner on, at a minimum, a bi-annual basis to discuss the activities of the CSC and review performance against agreed objectives, as well as to review any risks/issues that may be impacting the CSC's ability to deliver against these. The Senior Sponsor will also meet with the CSC CEO in their capacity as line manager.

10.8 The CSC shall ensure regular reporting is in place to the Cabinet Office, reflecting on its financial performance and its achievements in delivering key objectives and functions.

## 11. Resolution of disputes between the CSC and Cabinet Office

11.1 Any disputes between the Cabinet Office and the CSC will be resolved in a timely manner. The Cabinet Office and the CSC, including the First Civil Service Commissioner as necessary, will seek to resolve any disputes through an informal process at working level in the first instance. If this is not possible, then a formal process, overseen by the Senior Sponsor, will be used to resolve the issue. Failing this, the Senior Sponsor will ask the relevant policy Director General to oversee the dispute. The Director General may then choose to ask the Permanent Secretary to nominate a non-executive member of the Cabinet Office's Board to review the dispute, and mediate with both sides.

## 12. Freedom of Information requests

12.1 Where a request for information is received by either party under the [Freedom of Information Act 2000](#), or the [Data Protection Act 2018](#), the party receiving the request will consult with the other party prior to any disclosure of information that may affect the other party's responsibilities.

## 13. Reporting on legal risk

13.1 The CSC shall provide an update to the Cabinet Office, as the sponsor, on the existence of any threatened or reasonably anticipated litigation. The parties acknowledge the importance of ensuring that legal risks are communicated appropriately to the sponsor in a timely manner.

13.2 In respect of each substantial piece of litigation involving the CSC, the parties will agree to a litigation protocol, which will include specific provisions to ensure appropriate and timely reporting on the status of the litigation and the protection of legally privileged information transmitted to the sponsor to facilitate this. Until such time as a protocol is agreed, the parties will ensure that:

- material developments in the litigation are communicated to the sponsor in an appropriate and timely manner;
- legally privileged documents and information are clearly marked as such;

- individual employees handling the legally privileged documents are familiar with principles to which they must adhere to protect legal privilege; and
- circulation of privileged information within government occurs only as necessary.

## The Civil Service Commission governance structure

### 14. The Chief Executive (CEO)

#### Appointment

- 14.1 The Chief Executive of the Civil Service Commission (CSC) is a Senior Civil Servant (Pay Band SCS1) recruited to the Civil Service on merit following an open and fair competition carried out under the terms of the Recruitment Principles (2018).
- 14.2 The Chief Executive is appointed by the Senior Sponsor in the Cabinet Office in consultation with the First Civil Service Commissioner. The recruitment process is led by the sponsorship team in the Cabinet Office and the interview panel would usually consist of the Senior Sponsor, the First Civil Service Commissioner and an independent panel member.
- 14.3 The CEO is line managed by the Senior Sponsor with formal input from the First Civil Service Commissioner (and ACOBA and CPA office holders) into their performance objectives and annual appraisals.

#### Responsibilities of the Commission's Chief Executive as Accounting Officer

- 14.4 The Chief Executive as Accounting Officer is personally responsible for safeguarding the public funds for which they have charge; for ensuring propriety, regularity, value for money and feasibility in the handling of those public funds; and for the day-to-day operations and management of the Independent Offices. In addition, they should ensure that the Independent Offices, as a whole, are run on the basis of the standards, in terms of governance, decision-making and financial management, that are set out in Box 3.1 of MPM. These responsibilities include the below and those that are set in the AO appointment letter issued by the PAO of the Cabinet Office.

#### Responsibilities for accounting to Parliament and the public

- 14.5 Responsibilities to Parliament and the public include:
- signing the CSC's (which includes ACOBA and CPA) accounts and ensuring that proper records are kept relating to the accounts and that the accounts are properly prepared and presented in accordance with any directions issued by the relevant Cabinet Office Minister;
  - preparing and signing a Governance Statement covering corporate governance, risk management and oversight of any local responsibilities, for inclusion in the annual report and accounts;

- ensuring that effective procedures for handling complaints about the CSC, ACOBA and CPA in accordance with Parliamentary and Health Service Ombudsman's Principles of Good Complaint Handling are established and made widely known within the CSC and published on their website;
- acting in accordance with the terms of MPM and other instructions and guidance issued from time to time by the Treasury and the Cabinet Office;
- ensuring that as part of the above compliance they are familiar with and act in accordance with:
  - any governing legislation;
  - this framework document;
  - any delegation letter issued to the CSC as set out in Section 18;
  - any elements of any settlement letter issued to the sponsor department that is relevant to the operation of the CSC; and
  - any separate settlement letter that is issued to the CSC from the Cabinet Office;
- ensuring they have appropriate internal mechanisms for monitoring, governance and external reporting regarding non-compliance with any conditions arising from the above documents; and
- giving evidence, normally with the PAO, when summoned before the PAC on the CSC's stewardship of public funds.

## Responsibilities to the Cabinet Office

14.6 Responsibilities to the Cabinet Office include:

- establishing, in agreement with the Cabinet Office, individual business plans to cover the CSC, ACOBA and CPA;
- ensuring that monthly forecasts and monitoring information on performance and finance are provided to the Cabinet Office; that the department is notified promptly if over or under spends are likely and that corrective action is taken; and that any significant problems whether financial or otherwise, and whether detected by internal audit or by other means, are notified to the Cabinet Office in a timely fashion; and
- the CSC, ACOBA and CPA support the Cabinet Office's objectives in the independent pursuit of their statutory duties.

## Responsibilities to the CSC Board

14.7 The Chief Executive is responsible for:

- advising the CSC Board on the discharge of their responsibilities as set out in this document, in the founding legislation and in any other relevant instructions and guidance that may be issued from time to time;
- advising the CSC Board on the CSC's performance compared with its aims and objectives; and

- ensuring that financial considerations are taken fully into account by the Audit and Risk Committee (ARC), and the JOC, at all stages in reaching and executing its decisions, and that, where necessary, financial appraisal techniques are followed.

## Managing conflicts

- 14.8 The Chief Executive should follow the advice and direction of the CSC's Board, chaired by the First Civil Service Commissioner, except in very exceptional circumstances with a clear cut and transparent rationale for not doing so.
- 14.9 If the Board, or the First Civil Service Commissioner, is contemplating a course of action involving a transaction which the Chief Executive considers would infringe the requirements of propriety or regularity, or does not represent prudent or economical administration, efficiency or effectiveness, is of questionable feasibility, or is unethical in their role as AO, they should reject that course of action and ensure that it is brought to the attention of the PAO, via the Senior Sponsor, and the responsible Minister as soon as possible. Ahead of it being escalated to the PAO, such matters should be fully discussed with the Director of Propriety and Ethics, in their capacity as the Senior Sponsor, and the sponsorship team as appropriate.
- 14.10 Furthermore, and if agreed with the responsible Minister, the Chief Executive as the AO must write a letter of justification to the First Civil Service Commissioner setting out the rationale for not following the advice and recommendation of the Board and copy that letter to the Treasury Officer of Accounts.
- 14.11 If the responsible Minister agrees with the proposed course of action of the Board it may be appropriate for the Minister to direct the AO in the manner as set out in MPM paragraph 3.6.6 onwards.

## 15. CSC Board

### Composition of the Board

- 15.1 The purpose of the CSC Board is to set strategic direction and monitor the delivery and impact of the CSC. It ensures the CSC is fulfilling its statutory role effectively in line with good standards of corporate governance. The role of the Board is to oversee delivery of the CSC's objectives, in accordance with the purposes as set out above, its statutory, regulatory, common law duties and responsibilities under this framework document. Detailed responsibilities of the Board shall be set out in the Board Terms of Reference published on the CSC's website.
- 15.2 The Board should look to support the long-term success of the CSC. This includes:
- maintaining the mission of the CSC and monitoring its impact;
  - safeguarding the appropriate independence of the CSC with respect to the Civil Service and Government;
  - developing and agreeing the CSC's strategy and delivery plan;
  - oversight of the fulfilment of the statutory roles of the CSC as required by the Act;

- oversight of the CSC’s policy and operations functions, including recruitment, audit moderations, compliance, and complaints;
  - considering any developments to the role and practice of the CSC which it or the Cabinet Office or others may suggest;
  - providing evidence and data to the Cabinet Office to contribute to policy making;
  - taking the most important formal decisions, such as the approval of revisions to the Recruitment Principles; and
  - approving the performance report within each annual report publication.
- 15.3 Remuneration of the Board will be disclosed in line with the guidance in the Government Financial Reporting manual (FRoM).
- 15.4 The Board is chaired by the First Civil Service Commissioner. Its other members are the Chief Executive and a minimum of 6 other Commissioners (not including the First Civil Service Commissioner). All Commissioners are members of the Board. The aim is for the Board to have the optimum balance of experience, skills, diversity and background for effective governance of the CSC.

## Board Committees

- 15.5 The Commission may establish committees and regulate its own procedure, including quorum.
- 15.6 While the Board may make use of committees to assist its consideration of appointments, succession, audit, risk and remuneration it retains responsibility for, and endorses, final decisions in all of these areas. The First Civil Service Commissioner should ensure that sufficient time is allowed at the Board for committees to report on the nature and content of discussion, on recommendations, and on actions to be taken.
- 15.7 Where there is disagreement between the relevant committee and the Board, adequate time should be made available for discussion of the issue with a view to resolving the disagreement with the First Civil Service Commissioner. Where any such disagreement cannot be resolved, the committee concerned should have the right to report the issue to the sponsor team. They may also seek to ensure the disagreement or concern is reflected as part of the report on its activities in the annual report.
- 15.8 The First Civil Service Commissioner should ensure Board committees are properly structured with appropriate terms of reference. The terms of each committee should set out its responsibilities and the authority delegated to it by the Board.

## Duties of the Board

- 15.9 The Board should ensure that effective arrangements are in place to provide assurance on risk management, governance and internal control.
- 15.10 The Board should make a strategic choice about the style, shape and quality of risk management and should lead the assessment and management of opportunity and risk. The Board should ensure that effective arrangements are in place to provide assurance

over the design and operation of risk management, governance and internal control in line with the *Management of Risk – Principles and Concepts (The Orange Book)*.

15.11 The Board must set up an ARC chaired by an appropriately qualified Commissioner to provide independent advice and ensure that the Cabinet Office's ARC are provided with routine assurances with escalation of any significant limitations or concerns. The Board is expected to assure itself of the adequacy and effectiveness of the risk management framework and the operation of internal control.

15.12 The ARC reviews the CSC's Annual Report and Accounts and following receipt of the National Audit Office (NAO)'s final audit report recommends to the CSC Board that they recommend this to the CSC's Accounting Officer to sign off. ARC will update the CSC Board and JOC on progress on the Annual Report and Accounts throughout the year. The Chair of the ARC is also a member of the JOC and will provide a similar report.

## 16. First Civil Service Commissioner role and responsibilities

16.1 The First Civil Service Commissioner shall act as the Chair of the Board and is responsible for leading the Board in the delivery of its responsibilities. Such responsibility should be exercised in light of their duties and responsibilities as set out in their appointment terms, the Board's terms of reference, the statutory authority governing the CSC in the Act, this document and the documents and guidance referred to within this document.

16.2 Communications between the CSC's Board and the responsible Minister should normally be through the First Civil Service Commissioner. The Senior Sponsor will be sighted on these communications.

16.3 The First Civil Service Commissioner is bound by the *Code of Conduct for Board Members of Public Bodies*, which covers conduct in the role and includes the *Nolan Principles (The Seven Principles of Public Life)*.

16.4 In addition, the First Civil Service Commissioner is responsible for ensuring – including by monitoring and engaging with appropriate governance arrangements that the CSC's affairs are conducted with probity, ensuring that policies and actions support the responsible Minister's wider strategic policies and where appropriate, these policies and actions should be clearly communicated and disseminated throughout the CSC.

16.5 The First Civil Service Commissioner has the following leadership responsibilities:

- formulating the Board's strategy;
- ensuring that the Board, in reaching decisions, takes proper account of guidance provided by the responsible Minister or the department;
- delivering high standards of regularity and propriety;
- undertaking annual appraisals of board members; and
- representing the views of the Board to the general public.

16.6 The First Civil Service Commissioner also has an obligation to ensure that:

- the work of the Board and its members are reviewed and are working effectively;

- that in conducting assessments that the view of relevant stakeholders including employees and the sponsorship team are sought and considered;
- the Board has a balance of skills appropriate to directing the CSC's business, and that all senior leaders, including the First Civil Service Commissioner and Chief Executive continually update their skills, knowledge and familiarity with the CSC to fulfil their role both on the Board and committees. Continuing professional development will be undertaken on a regular basis. This will include, but not be limited to, skills and training in relation to financial management and reporting requirements, risk management and the requirements of board membership within the public sector;
- Board members are fully briefed on terms of appointment, duties, rights and responsibilities;
- the responsible Minister is advised of the CSC's needs when Commissioner vacancies arise via the Senior Sponsor;
- annual development conversations take place with individual Commissioners;
- input is provided into the Chief Executive's annual performance review, via the Senior Sponsor;
- there is a terms of reference in place setting out the role and responsibilities of the Board consistent with the *Government Code of Good Practice for Corporate Governance*; and
- the Board members adhere to the *Code of Conduct for Board Members of Public Bodies* and the *Code of Practice for Staff and Commissioners*.

## 17. Commissioners' roles and responsibilities

17.1 Civil Service Commissioners should, in line with their terms of appointment:

- comply at all times with the *Code of Conduct for Board Members of Public Bodies*, which covers conduct in the role and includes the *Nolan Principles* as well as rules relating to the use of public funds and to conflicts of interest;
- demonstrate adherence to the 12 Principles of Governance for all Public Body Non-Executive Directors as appropriate;
- not misuse information gained in the course of their public service for personal gain or for political profit, nor seek to use the opportunity of public service to promote their private interests or those of connected persons or organisations;
- comply with the Board's rules on the acceptance of gifts and hospitality, and of business appointments;
- act in good faith and in the best interests of the CSC; and
- ensure they are familiar with any applicable guidance on the role of public sector non-executive directors and boards that may be issued from time to time by the Cabinet Office, HM Treasury or wider government.

### 17a. Joint Operations Committee (JOC) for the Independent Offices

17a.1 The Chief Executive of the CSC is also the AO for ACOBA and the CPA, which are part of the wider structure of what is known as the Independent Offices. As the AO, the Chief Executive of the CSC is responsible for the resources provided by the Cabinet Office to run all three organisations. The JOC has been established to oversee the shared corporate functions of the Independent Offices, and its shared secretariat.

17a.2 The membership of the JOC is comprised of:

- the First Civil Service Commissioner as the Chair;
- the Chair of the Advisory Committee on Business Appointments, or a representative nominated by the Chair;
- the Commissioner for Public Appointments, or a representative nominated by the Commissioner;
- 3 Civil Service Commissioners, including the ARC Chair; and
- the CEO / Accounting Officer.

17a.3 The role of the JOC is set out in its terms of reference. JOC takes responsibility for:

- agreeing cross-organisational strategy for the Independent Offices;
- overseeing and mitigating cross-organisational operational and cross-cutting risks, ensuring that a transparent system of governance is in place and is consistent with best practice;
- advising on the allocation of staffing and human resourcing, including responses to the People Survey, exit surveys, staff development and performance management, and recruitment and retention;
- reviewing regular financial and management information concerning the management of the Independent Offices and approving budgeting and business planning positions; and
- monitoring of sponsorship arrangements.

17a.4 The JOC may consider other issues escalated to it as appropriate.

17a.5 The ARC will be chaired by a Commissioner and will be responsible for scrutinising the systems of internal control, risk management and corporate governance. The JOC will be updated by the Chair of the ARC at each meeting.

## **Management and financial responsibilities and controls**

### **18. Delegated authorities**

18.1 The CSC's delegated authorities are set out in the delegation letter. The delegation letter is updated periodically, in agreement with HM Treasury, and issued by the Cabinet Office.

18.2 In line with MPM Annex 2.2 these delegations will be reviewed on an annual basis.

18.3 The CSC shall obtain the Cabinet Office Finance team's written approval and where appropriate HM Treasury's prior written approval before:

- entering into any undertaking to incur any expenditure that falls outside the delegations or which is not provided for in the CSC's annual budget as approved by the Cabinet Office;
- incurring expenditure for any purpose that is or might be considered novel or contentious, or which has or could have significant future cost implications;
- making any significant change in the scale of operation or funding of any initiative or particular scheme previously approved by the Cabinet Office;
- making any change of policy or practice which has wider financial implications that might prove repercussive, or which might significantly affect the future level of resources required; and
- carrying out policies that go against the principles, rules, guidance and advice in MPM.

## 19. Spending authority

19.1 Once the budget has been approved by the Cabinet Office, the CSC shall have authority to incur expenditure approved in the budget without further reference to the Cabinet Office, on the following conditions:

- the CSC shall comply with the delegations set out in the delegation letter. These delegations shall not be altered without the prior agreement of the Cabinet Office and as agreed by HM Treasury as appropriate;
- the CSC shall comply with MPM regarding novel, contentious or repercussive proposals;
- inclusion of any planned and approved expenditure in the budget shall not remove the need to seek formal departmental approval where any proposed expenditure is outside the delegated limits, or is for new schemes not previously agreed; and
- the CSC shall provide the Cabinet Office with such information about its operations, performance, individual projects or other expenditure as the Cabinet Office may reasonably require.

## 20. Banking and managing cash

20.1 The CSC must maximise the use of publicly procured banking services (accounts with central government commercial banks managed centrally by Government Banking).

20.2 The CSC should only hold money outside Government Banking Service accounts where a good business case can be made for doing so and HM Treasury consent is required for each account to be established. Only commercial banks which are members of relevant UK clearing bodies may be considered for this purpose.

20.3 Commercial accounts where approved should be operated in line with the principles as set out in MPM.

20.4 The AO is responsible for ensuring that the CSC has a banking policy as set out in MPM and ensuring that policy is complied with.

## 21. Procurement

21.1 The CSC shall ensure that its procurement policies are aligned with, and comply with, any relevant UK or other international procurement rules and in particular the Public Contracts Regulations 2015.

21.2 In procurement cases where the CSC is likely to exceed its delegated authority limit, procurement strategy approval for the specific planned purchase must be sought from the Cabinet Office's sponsor team.

21.3 Goods, services, and works should be acquired by competition. Proposals to let single-tender or restricted contracts shall be limited and exceptional, and a quarterly report explaining those exceptions should be sent to the department.

21.4 Procurement by the CSC of works, equipment, goods, and services shall be based on, a full option appraisal and value for money, i.e. the optimum combination and whole life costs and quality (fitness for purpose).

21.5 The CSC shall:

- engage fully with Cabinet Office and government-wide procurement initiatives that seek to achieve value for money from collaborative projects;
- comply with all relevant Procurement Policy Notes issued by Cabinet Office; and
- cooperate fully with initiatives to improve the availability of procurement data to facilitate the achievement of value for money.

21.6 The CSC shall comply with the commercial and grants standards. These standards apply to the planning, delivery, and management of government commercial activity, including management of grants in all departments and ALBs, regardless of commercial approach used and form part of a suite of functional standards that set expectations for management within government.

## 22. Risk management

22.1 The CSC shall ensure that the risks that it faces are dealt with in an appropriate manner, in accordance with relevant aspects of best practice in corporate governance, and develop a risk management strategy, in accordance with the Treasury guidance *Management of Risk: Principles and Concepts*.

## 23. Counter fraud and theft

23.1 The CSC should adopt and implement policies and practices to safeguard itself against fraud and theft.

23.2 The CSC should act in line with guidance as issued by the public sector fraud authority and in compliance with the procedures and considerations as set out in MPM Annex 4.9 and

the Counter Fraud Functional Standard. It should also take all reasonable steps to appraise the financial standing of any firm or other body with which it intends to enter a contract or to provide grant or grant-in-aid.

- 23.3 The CSC should keep records of and prepare and include as part of the Annual Report and Accounts detail on any fraud and theft suffered by the CSC and notify the Cabinet Office of any unusual or major incidents as soon as possible. The CSC should also report detected loss from fraud, bribery, corruption and error, alongside associated recoveries and prevented losses, to the counter fraud centre of expertise in line with the agreed government definitions as set out in *Counter Fraud Functional Standard*.

## 24. Staff

### Broad responsibilities for staff

- 24.1 The CSC will be treated as separate from the Cabinet Office for the purposes of recruitment, retention and motivation of its staff. The CSC has the power under the Act to employ its own staff. However, it currently seconds staff from the Cabinet Office to discharge its functions across the Independent Offices.

- 24.2 The CSC's broad responsibilities toward its staff are to ensure that:

- the rules for recruitment and management of staff create an inclusive culture in which diversity is fully valued; appointment and advancement is based on merit; and there is no discrimination against employees under the Equality Act 2010;
- the level and structure of its staffing, including grading and staff numbers, are appropriate to its functions and the requirements of economy, efficiency and effectiveness;
- the performance of its staff at all levels is satisfactorily appraised utilising the Cabinet Office performance management systems, including Cabinet Office Talent Management Programme;
- its staff are encouraged to acquire the appropriate professional, management and other expertise necessary to achieve the Commission's objectives;
- proper consultation with staff takes place on key issues affecting them;
- grievance and disciplinary procedures are accessible, making use of the Cabinet Office support systems; and
- whistleblowing procedures consistent with the Public Interest Disclosure Act are in place.

### Staff costs

- 24.3 Subject to its delegated authorities, the CSC shall ensure that the creation of any additional posts does not incur forward commitments that will exceed its ability to pay for them.

## Pay and conditions of service

- 24.4 The CSC's staff are subject to levels of remuneration and terms and conditions of service (including pensions) within the general pay structure of the Cabinet Office. The CSC has no delegated power to amend these terms and conditions.
- 24.5 If Civil Service terms and conditions of service apply to the rates of pay and non-pay allowances paid to the staff and to any other party entitled to payment in respect of travel expenses or other allowances, payment shall be made in accordance with the Civil Service Management Code and the annual Civil Service Pay Remit Guidance, except where prior approval has been given by the Cabinet Office to vary such rates.
- 24.6 Staff terms and conditions should follow the Cabinet Office HR policies.
- 24.7 The CSC shall abide by public sector pay controls, including the relevant approvals process dependent on the organisation's classification as detailed in the Senior Pay Guidance and the Public Sector Pay and Terms Guidance.
- 24.8 The CSC shall operate a performance-related pay scheme that shall form part of the annual aggregate pay budget approved by the Cabinet Office, where relevant with due regard to the Senior Pay Guidance.
- 24.9 The travel expenses of the First Civil Service Commissioner and Commissioners shall be tied to the rates allowed for staff of the Cabinet Office and must be claimed in line with the Cabinet Office's policies. Reasonable actual costs shall be reimbursed. The approach to expenses in relation to the First Commissioner and Commissioners is set out in their appointment terms.

## Pensions, redundancy and compensation

- 24.10 Compensation scheme rules and pension scheme rules should reflect legislative and HM Treasury guidance requirements regarding exit payments.
- 24.11 The CSC's staff shall normally be eligible for a pension provided in line with that used by the Cabinet Office. Staff may opt out of the occupational pension scheme, but that employers' contribution to any personal pension arrangement, including stakeholder pension, shall normally be limited to the national insurance rebate level.
- 24.12 Any proposal by the CSC to move from the existing pension arrangements, or to pay any redundancy or compensation for loss of office, requires the prior approval of the department. Proposals on severance must comply with the rules in Chapter 4 of MPM.

## **Business plans, financial reporting and management information**

### 25. Business plans

- 25.1 The CSC shall submit annually to the Cabinet Office a draft of its business plan covering the year ahead. The CSC shall agree with the Cabinet Office the issues to be addressed in the

plan and the timetable for its preparation. The plan shall reflect the CSC's statutory and/or other functions and, within those functions, the priorities set by the responsible Minister (including decisions taken on policy and resources in the light of wider public expenditure decisions).

- 25.2 Subject to any commercial considerations, a summary of the business plan should be published by the CSC on its website and separately made available to staff.

## 26. Budgeting procedures

- 26.1 Each year, in the light of decisions by the Cabinet Office on the updated draft business plan, the Cabinet Office will send to the CSC:

- a formal statement of the annual budgetary provision allocated by the department in the light of competing priorities across the Cabinet Office; and
- a statement of any planned change in policies affecting the CSC.

## 27. Grant-in-aid

- 27.1 Any grant-in-aid provided by the Cabinet Office for the year in question will be voted in the Cabinet Office's Supply Estimate and be subject to parliamentary control.

- 27.2 The CSC will comply with the general principle that there is no payment in advance of need. Cash balances accumulated during the course of the year from grant-in-aid or other Exchequer funds shall be kept to a minimum level consistent with the efficient operation of the CSC. Grant-in-aid not drawn down by the end of the financial year shall lapse. Subject to approval by Parliament of the relevant Estimates provision, where grant-in-aid is delayed to avoid excess cash balances at the year-end, the department will make available in the next financial year any such grant-in-aid that is required to meet any liabilities at the year end, such as creditors.

## 28. Annual report and accounts

- 28.1 The CSC must publish an annual report of its activities together with its audited accounts after the end of each financial year. The CSC shall agree with the Cabinet Office the timetable for its preparation. The CSC shall provide the department its finalised (audited) accounts each year in order for the accounts to be consolidated within the Cabinet Office. A draft of the report should be submitted to the department before the proposed publication date. The accounts should be prepared in accordance with the relevant statutes and specific accounts direction issued by the department as well as the Treasury's Financial Reporting Manual (FRM).

- 28.2 The scope of this document will include the shared functions and budget of ACOBA and the CPA.

- 28.3 The annual report must:

- cover any corporate, subsidiary or joint ventures under its control;

- comply with the FReM and in particular have regard to the illustrative statements for an NDPB; and
- outline main activities and performance during the previous financial year and set out in summary form forward plans.

28.4 Information on performance against key financial targets is included within the annual report and subject to the auditor's consistency opinion. The report and accounts shall be laid in Parliament and made available on the CSC's website, in accordance with the guidance in the FReM.

## 29. Reporting performance to the department

- 29.1 The CSC shall operate management, information and accounting systems that enable it to review in a timely and effective manner its financial and non-financial performance against the budgets and targets set out in the corporate and business plans.
- 29.2 The CSC shall inform the Cabinet Office of any changes that make achievement of objectives more or less difficult via the regular sponsorship arrangements and engagement between Senior Sponsor, the Chief Executive and the First Civil Service Commissioner. It shall regularly report financial and non-financial performance, whilst recognising it is an independent body, and the achievement of key objectives.
- 29.3 The CSC's Senior Sponsor will formally meet the Chief Executive annually to discuss CSC performance.
- 29.4 The responsible minister will meet the First Civil Service Commissioner at least bi-annually. These meetings should include the CEO / Accounting Officer and Senior Sponsor.
- 29.5 The PAO will meet the Accounting Officer at least once a year. The Senior Sponsor and Chief Financial Officer of the Cabinet Office should also be invited to these meetings.

## 30. Information sharing

- 30.1 The Cabinet Office has the right of access to all the CSC's records and personnel for any purpose including, for example, sponsorship audits and operational investigations.
- 30.2 The CSC shall provide the Cabinet Office with such information about its operations, performance, individual projects or other expenditure as the Cabinet Office may reasonably require.
- 30.3 The Cabinet Office and HM Treasury may request the sharing of data held by the CSC in such a manner as set out in central guidance except insofar as it is prohibited by law. This may include requiring the appointment of a senior official to be responsible for the data sharing relationship.
- 30.4 As a minimum, the CSC shall provide the Cabinet Office with information monthly that will enable the department satisfactorily to monitor:
- the CSC's cash management;

- its draw-down of grant-in-aid, if applicable;
- forecast outturn by resource heading;
- other data required for the Online System for Central Accounting and Reporting (OSCAR); and
- data as required in respect of its compliance with any Cabinet Office Controls pipelines or required in order to meet any condition as set out in any settlement letter.

## Audit

### 31. Internal audit

#### 31.1 The CSC shall:

- establish and maintain arrangements for internal audit by GIAA;
- ensure that any arrangements for internal audit are in accordance with the *Public Sector Internal Audit Standards* (PSIAS) as adopted by HM Treasury;
- set up an audit committee in accordance with the *Code of Good Practice for Corporate Governance* and the *Audit and Risk Assurance Committee Handbook*;
- forward the audit strategy, periodic audit plans and annual audit report, including the CSC's Head of Internal Audit opinion on risk management, control and governance as soon as possible to the sponsor department;
- keep records of, and prepare and forward to the department an annual report on, fraud and theft suffered by the CSC and notify the Cabinet Office of any unusual or major incidents as soon as possible; and
- share with the Cabinet Office information identified during the audit process and the Annual Audit Opinion Report (together with any other outputs) at the end of the audit, in particular on issues impacting on the department's responsibilities in relation to financial systems within the CSC.

### 32. External audit

32.1 The Comptroller & Auditor General (C&AG) audits the CSC annual accounts. The CSC's Annual Report and Accounts are laid in Parliament by the Cabinet Office Parliamentary Branch.

#### 32.2 The C&AG:

- will consult the Cabinet Office and the CSC on whom – the NAO or a commercial auditor – shall undertake the audit(s) on his behalf, though the final decision rests with the C&AG;
- has a statutory right of access to relevant documents, including by virtue of section 25(8) of the Government Resources and Accounts Act 2000, held by another party in receipt of payments or grants from the CSC;
- will share with the Cabinet Office information identified during the audit process and the audit report (together with any other outputs) at the end of the audit, in

particular on issues impacting on the Cabinet Office's responsibilities in relation to financial systems within the CSC; and

- will consider requests from departments and other relevant bodies to provide regulatory compliance reports and other similar reports at the commencement of the audit. Consistent with the C&AG's independent status, the provision of such reports is entirely at the C&AG's discretion.

32.3 The C&AG may carry out examinations into the economy, efficiency and effectiveness with which the CSC has used its resources in discharging its functions. For the purpose of these examinations the C&AG has statutory access to documents as provided for under section 8 of the National Audit Act 1983. In addition, the CSC shall provide, in conditions to grants and contracts, for the C&AG to exercise such access to documents held by grant recipients and contractors and sub-contractors as may be required for these examinations; and shall use its best endeavours to secure access for the C&AG to any other documents required by the C&AG which are held by other bodies.

## Reviews and winding up arrangements

### 33. Review of the CSC's status

33.1 The CSC will be reviewed as part of the wider Public Bodies Review programme, at a time determined by the responsible minister and the Cabinet Office's Permanent Secretary / Principal Accounting Officer, informed by advice from the Senior Sponsor.

### 34. Arrangements in the event that the CSC is wound up

34.1 The Cabinet Office shall put in place arrangements to ensure the orderly winding up of the CSC. To this end, the department shall:

- have regard to Cabinet Office guidance on winding up of ALBs;
- ensure that procedures are in place in the CSC to gain independent assurance on key transactions, financial commitments, cash flows and other information needed to handle the wind-up effectively and to maintain the momentum of work inherited by any residuary body;
- specify the basis for the valuation and accounting treatment of the CSC assets and liabilities;
- ensure that arrangements are in place to prepare closing accounts and pass to the C&AG for external audit, and that, for non-Crown bodies, funds are in place to pay for such audits. It shall be for the C&AG to lay the final accounts in Parliament, together with his report on the accounts; and
- arrange for the most appropriate person to sign the closing accounts. In the event that another ALB takes on the role, responsibilities, assets and liabilities, the succeeding ALB AO should sign the closing accounts. In the event that the department inherits the role, responsibilities, assets and liabilities, the sponsor department's AO should sign.

# Advisory Committee on Business Appointments (ACOBA)

## 35. Objectives

- 35.1 The Cabinet Office and ACOBA share the common objective of protecting the integrity of government, by managing the potential risks associated with roles taken up outside of government after leaving Crown service.

## 36. Classification

- 36.1 ACOBA has been classified as a central government organisation by the ONS/HM Treasury Classifications Team.
- 36.2 It is an advisory NDPB. As an NDPB, it operates at arm's length from the department and Ministers.

## Purposes, aims and duties

### 37. Purpose

- 37.1 ACOBA was established in 1975. It is not a statutory body and as such has no underpinning legislation. ACOBA's role is to provide independent, expert, impartial and timely advice to government and the wider public on the application of the government's Business Appointment Rules (the Rules). ACOBA considers applications made to it under the government's Rules for former Ministers and the most senior Crown servants. Government departments do so at all other levels for officials.
- 37.2 ACOBA publishes its independent advice to departments and Ministers if and when appointments are taken up or announced.

### 38. Role and remit

- 38.1 ACOBA's role and remit stem from the government's policy on business appointments as set out in the government's Business Appointment Rules (Rules) as they apply to the most senior level of relevant officials (those at Senior Civil Service Pay Band 3 and above) and to all former Ministers.
- 38.2 Under the present arrangements, ACOBA's role is to carry out the following functions. It is possible that these could be amended over time if the policy governing the Rules changes:
- implement the Rules as they apply to ACOBA;
  - provide independent, well informed and constructive advice to the government on matters related to the application of the Rules;
  - provide advice on individual applications received from the most senior level of Crown servants (those at Senior Civil Service pay band 3 and above, e.g. Directors General and above) and all former Ministers within the timeframe(s) agreed between ACOBA and the Cabinet Office;

- publish the advice ACOBA has provided to Crown Servants and former ministers if and when appointments are made public or are taken up; and
- advise the Cabinet Office when ACOBA considers there to be a likely breach of the Rules by the most senior level of Crown servants (those at Senior Civil Service Pay Band 3 and above) and former Ministers.

## 39. Aims

39.1 ACOBA's strategic aims are:

- protecting the integrity of government in relation to the risks that arise in outside appointments;
- the timely functioning of the business appointments system relevant to ACOBA; and
- raising awareness of the various obligations under the business appointments system.

## Governance and accountability

### 40. Governance and accountability

40.1 ACOBA shall operate in accordance with the principles of good corporate governance and other applicable regulatory requirements and expectations. It will follow all of the same requirements set out in relation to the CSC in Section 7 (Governance and Accountability) in this framework document.

## Role of ACOBA

### 41. The responsible Minister

41.1 A Cabinet Office Minister is accountable to Parliament for all matters concerning ACOBA including:

- recognising ACOBA's operational independence from the Cabinet Office as an independent, advisory NDPB;
- approving sufficient funding for ACOBA to carry out its roles (as part of the wider CSC budget process);
- appointing the Chair and Committee members in a timely fashion;
- setting government's policy on the Rules, and ensuring the system as a whole functions appropriately;
- setting the strategic aims and key performance indicators in an annual letter to the Chair;
- advising the Chair on Ministerial priorities, directions and concerns in which ACOBA has a legitimate interest;
- ensuring any concerns raised by the Chair are appropriately considered and addressed;
- determining whether a breach of the Rules has occurred (following advice from ACOBA);
- determining, following confirmation that a breach of the Rules has occurred, what, if any, actions should be taken; and

- annually appraising the performance of the Chair.

## 41a. Appointments: the Committee and Chair

41a.1 A Cabinet Office Minister shall have the following appointment and approval responsibilities in relation to the membership of ACOBA.

### **The Chair**

41a.2 The Chair is appointed by the relevant Cabinet Office Minister for a five year non-renewable term. ACOBA is a body listed in the Public Appointments Order in Council, therefore the appointment of the Chair must be made in accordance with the requirements of the government's Governance Code on Public Appointments.

### **Independent members**

41a.3 Independent members are appointed by the relevant Cabinet Office Minister for five year non-renewable terms. These appointments must be made in accordance with the requirements of the government's Governance Code on Public Appointments.

### **Political members**

41a.4 Political members are appointed by a Cabinet Office Minister, following their nomination by the three largest political parties in the UK House of Commons at the time the vacancy arises. Such appointments will require reconfirmation after each General Election to consider any changes to the three largest parties. A Cabinet Office Minister will also have discretion to review such appointments if they deem the formation of parties in the House of Commons requires it. The Public Appointments Order in Council excludes the appointment of political members, therefore their appointments are not subject to the requirements of the government's Governance Code on Public Appointments.

41a.5 All appointments should have regard to the principle that appointments should reflect the diversity of the society in which we live, and appointments should be made taking account of the need to appoint boards which include a balance of skills and backgrounds.

## 42. The Principal Accounting Officer

42.1 The Principal Accounting Officer (PAO) is the Permanent Secretary of the Cabinet Office. The PAO's accountabilities and responsibilities for ACOBA are the same as those set out in Section 9 (PAO specific accountabilities and responsibilities) for the CSC, in this framework document.

42.2 The Principal Accounting Officer has designated the CEO of the CSC as the AO of ACOBA. The CSC is resourced by the Cabinet Office via grant-in-aid to deliver ACOBA's functions independently from the Cabinet Office, separate to the delivery of the CSC's statutory functions.

## 43. The role of the sponsorship team

43.1 The Propriety and Ethics Directorate within the Cabinet Office is the primary contact for matters relating to ACOBA. The Senior Sponsor for ACOBA is the Director for Propriety and

Ethics. They are the main source of advice to the responsible minister on the discharge of their responsibilities in respect of ACOBA. They will also support the PAO on their responsibilities toward the ACOBA.

43.2 The role of the sponsor team for the CSC, as set out in Section 10 (The role of the sponsorship team) in this framework document is the same that broadly covers the arrangements in place for the sponsorship of ACOBA. To support these activities the sponsor and policy team (who oversee the rules and business appointments system) will meet on a regular basis with colleagues in the ACOBA secretariat.

43.3 The Senior Sponsor will meet with the Chair of ACOBA at least bi-annually to discuss the activities of ACOBA and review performance against agreed objectives, as well as to review any risks/issues that may be impacting ACOBA's ability to deliver against these. Cabinet Office Ministers reserve the right to set performance standards for ACOBA that will be set out formally in an annual letter to the Chair in discussion with ACOBA, and these will be monitored at these performance reviews.

#### 44. Resolution of disputes between ACOBA and Cabinet Office

44.1 See Section 11 in this framework document. The same process that applies to the CSC will apply to ACOBA.

#### 45. Freedom of Information requests

45.1 See section 12 in this framework document. ACOBA's approach to compliance with the relevant Acts and consultation with the Cabinet Office will be consistent with the CSC's.

#### 46. Reporting on legal risk and litigation

46.1 See section 13 in this framework document, which sets out the CSC's approach to reporting/information sharing with the Cabinet Office which also applies to ACOBA.

### **ACOBA governance structure**

#### 47. The Chief Executive / Accounting Officer

47.1 See section 14 in this framework document.

#### 48. ACOBA's membership

48.1 ACOBA members will be responsible for collective decisions on applications submitted under the Rules. Detailed responsibilities of the Committee shall be set out in its terms of reference. Remuneration of the Committee will be disclosed in line with the guidance in the Government Financial Reporting manual (FRoM).

48.2 The Committee will consist of a chairperson and committee members. Membership will comprise one member from each of the three largest political parties in the UK House of Commons and have at least four independent members.

## 49. ACOBA Chair role and responsibilities

- 49.1 The Chair is responsible for leading ACOBA in the delivery of its responsibilities. Such responsibility should be exercised in the light of their duties and responsibilities as set out in their appointment letter and/or the priorities in the Minister's letter to the Chair, this document and the documents and guidance referred to within this document.
- 49.2 Communications between ACOBA and the responsible Minister should normally be through the Chair.
- 49.3 The Chair must comply at all times with the Code of Conduct for Board Members of Public Bodies, which covers conduct in the role and includes the Nolan Principles.
- 49.4 In addition, the Chair is responsible for:
- formulating ACOBA's strategy within the strategic framework outlined by Ministers;
  - ensuring ACOBA, in reaching decisions, takes into account guidance issued by the sponsor department or the responsible Minister;
  - ensuring that ACOBA acts with high standards of regularity and propriety;
  - ensuring that policies and actions support the responsible minister's wider strategic policies;
  - ensuring that Committee members are kept informed of any changes which are likely to impact on the strategic direction of ACOBA, or on the attainability of its targets, and determining the steps needed to deal with such changes and where appropriate bringing such matters to the attention of the responsible Minister and PAO via the executive team, sponsorship team or directly;
  - representing the views of ACOBA to the general public;
  - advising the responsible Minister of ACOBA's needs when vacancies arise, via the sponsor team;
  - annually appraising Committee members; and
  - providing feedback to the Senior Sponsor on the performance of the AO.

## 50. Committee members' roles and responsibilities

### 50.1 Committee members must:

- in line with their appointment terms, comply at all times with the Code of Conduct for Board Members of Public Bodies, which covers conduct in the role and includes the Nolan Principles as well as rules relating to the use of public funds and to interests;
- observe the highest standards of impartiality, integrity and objectivity in relation to the provision of the Committee's advice;
- engage fully in collective consideration of decisions, taking account of the full range of relevant factors, including any guidance issued by the sponsor department of the responsible Minister; and
- conduct business in an open and transparent manner as far as possible, complying with the relevant data and information law.

## **Management and financial responsibilities and controls**

### **51. Delegated authorities**

51.1 See section 18 in this framework document for information on the delegated authorities provided to the CSC.

### **52. Spending authority**

52.1 See section 19 in this framework document.

### **53. Banking and managing cash**

53.1 See section 20 in this framework document.

### **54. Procurement**

54.1 See section 21 in this framework document.

### **55. Risk management**

55.1 ACOBA shall ensure that the risks that it faces are dealt with in an appropriate manner, in accordance with relevant aspects of best practice in corporate governance, and develop a proportionate risk management strategy, in accordance with the Treasury guidance *Management of Risk: Principles and Concepts*.

### **56. Counter fraud and theft**

56.1 See section 23 in this framework document.

### **57. Staff**

24.1 See section 24 in this framework document.

## **Business plans, financial reporting and management information**

### **58. Business plans**

58.1 ACOBA must set out its duties, targets and aims on an annual basis. These should reflect the priorities set by the responsible Minister.

### **59. Budgeting procedures**

59.1 See section 26 in this framework document.

## 60. Grant-in-aid

60.1 See section 27 in this framework document.

## 61. Annual report and accounts

61.1 ACOBA must write an annual report each year, submitting it to the sponsor team and senior sponsor, for sight in advance of publication on ACOBA's website. ACOBA's annual report will not contain accounts. The accounts will be reported through the CSC's annual report and accounts.

## 62. Reporting performance to the department

62.1 See section 29 in this framework document.

## 63. Information sharing

63.1 See section 30 in this framework document.

## **Audit**

### 64. Internal audit

64.1 See section 31 in this framework document.

### 65. External audit

65.1 See section 32 in this framework document.

## **Review and winding up arrangements**

### 66. Review of ACOBA's status

66.1 See section 33 in this framework document.

### 67. Arrangements in the event that ACOBA is wound up

67.1 See section 34 in this framework document, noting ACOBA's accounts are consolidated within the CSC.

# Commissioner for Public Appointments (CPA)

## 68. Objectives

68.1 The Cabinet Office and the Commissioner for Public Appointments (the Commissioner) share the common objective of ensuring that appointing authorities act in accordance with the Governance Code for Public Appointments, including the Principles of Public Appointments.

## 69. Classification

69.1 The Commissioner has been classified as a central government organisation by the ONS/HM Treasury Classifications Team.

69.2 It has been administratively classified by the Cabinet Office as a Statutory Office Holder.

## Purposes, aims and duties

### 70. Purpose

70.1 The role of the Commissioner was established in 1995 on the recommendation of the Committee on Standards in Public Life and through an Order in Council, the latest version of which is the Public Appointments (No. 2) [Order in Council 2023](#). The functions of the Commissioner are set out in article 4 of that Order.

### 71. Powers and duties

71.1 The Commissioner's functions, powers and duties stem from Articles 4 to 7 of that Order. The Order in Council also sets out those bodies and offices that are within the Commissioner's regulatory remit. The Commissioner's primary role is to provide independent assurance that public appointments are made in accordance with the Governance Code for Public Appointments, including the Principles of Public Appointments.

71.2 The Commissioner's statutory duties and functions are:

#### **Article 4:**

- the Commissioner must exercise his or her functions under the Order with the object of ensuring that appointing authorities act in accordance with the Governance Code, including the principles of public appointments;
- the Commissioner must, in the manner the Commissioner thinks fit, carry out an audit of the procedures and practices followed by appointing authorities in making public appointments, including the interpretation and application by them of the Governance Code including the principles of public appointments;
- the Commissioner may conduct an investigation into any aspect of public appointments with the object of improving their quality;

- the Commissioner may conduct an inquiry into the procedures and practices followed by an appointing authority in relation to any public appointment whether in response to a complaint or otherwise;
- the Commissioner may require appointing authorities to publish specified summary information relating to public appointments; and
- appointing authorities must provide the Commissioner with any information the Commissioner reasonably requires (for the purposes of article 4).

**Article 5:**

- the Commissioner may, at the request of a Minister of the Crown, carry out such additional functions as may be agreed between the Minister and the Commissioner.

**Article 6:**

- the Commissioner must publish an annual report on public appointments which must include— (a) information arising from the audit carried out under the function listed above, including information about non-compliance; and (b) an account of any inquiry into the public appointment procedures and practices of appointing authorities.

**Article 7:**

- the Commissioner may delegate functions, powers and duties to (a) an officer of the Commissioner; or (b) for the purposes of the functions carried out under article 4 or additional functions carried out under article 5, any other person.

## 72. Aims

72.1 The Commissioner's strategic aims are to:

- act as the independent regulator of the public appointment process;
- provide independent assurance that public appointments are made in accordance with the Principles of Public Appointments and the Governance Code on Public Appointments; and
- be an active advocate for diversity and work with departments and the Cabinet Office in encouraging good candidates from a diverse range of backgrounds to consider applying for a public appointment.

## Governance and accountability

### 73. Governance and accountability

73.1 The CPA shall operate in accordance with the principles of good corporate governance and other applicable regulatory requirements and expectations, where this is applicable to the CPA as an individual office holder.

# Role of CPA

## 74. The responsible Minister

74.1 A Cabinet Office Minister is accountable to Parliament for all matters concerning the CPA including:

- notifying the Commissioner that an appointment is to be treated as if it were a public appointment where a provisional appointment is to be made before a public body or public office exists in law, or before a body or office has been specified a public body or public office for the purposes of the Public Appointments Order in Council;
- preparing, publishing and keeping under review a Governance Code which sets out the principles of public appointments; and guidance on the practices to be followed in relation to making public appointments; and
- consulting the Commissioner and the First Minister for Wales before publishing the Governance Code, including the principles of public appointments, and any amendments to them.

## 74a. Appointment: the Commissioner

74a.1 The Commissioner is appointed by His Majesty the King by an Order in Council, on advice of the Prime Minister. The appointment is for a single, five year, non-renewable term.

74a.2 Whilst this appointment is not subject to the Public Appointments Order in Council (as the Commissioner is the independent regulator of public appointments so cannot regulate itself) the appointment process is one of fair and open competition, reflecting the process set out in the Governance Code for Public Appointments.

## 74b. Notice and termination

74b.1 The Commissioner can terminate their appointment for any reason before the expiry of the fixed appointment period by giving one month's notice in writing to the Prime Minister.

74b.2 In order to maintain the high standards of public office, and subject to His Majesty's agreement with the advice of His Privy Council, to revoke the relevant Order in Council, the appointment may be terminated by The Prime Minister, on grounds of incapacity or misbehaviour, which may include:

- any misconduct that makes the Commissioner unsuitable to continue to hold this appointment; or
- attendance becomes so erratic as to interfere with the good running of the Office of Commissioner for Public Appointments; or
- the Commissioner is, in the opinion of the Prime Minister, unable or unfit to discharge the functions of the appointment for any other reason of whatsoever nature.

## 74c. Other Ministerial powers and responsibilities

74c.1 A Cabinet Office Minister is also responsible for:

- the policy framework within which the Commissioner operates; and
- working with the Commissioner to agree the performance framework within which they will operate.

## 75. The Principal Accounting Officer

75.1 The Principal Accounting Officer (PAO) is the Permanent Secretary of the Cabinet Office. The PAO's accountabilities and responsibilities are set out in detail in Section 9 (PAO specific accountabilities and responsibilities) in this framework document.

75.2 The Principal Accounting Officer has designated the CEO of the CSC as the AO of the CPA. The CSC is resourced by the Cabinet Office via grant-in-aid to deliver its statutory functions and to provide the secretariat for the CPA.

## 76. The role of the sponsorship team

76.1 The Propriety and Constitution Directorate within the Cabinet Office is the primary contact for matters relating to the Commissioner. The Senior Sponsor is the Director for Propriety and Ethics. They are the main source of advice to the responsible Minister on the discharge of their responsibilities in respect of the Commissioner. They will also support the PAO on their responsibilities toward the Commissioner.

76.2 The role of the sponsor team as set out in Section 10 in this framework document, broadly covers the arrangements in place for the sponsorship of CPA.

76.3 To support these activities the sponsor and policy team will meet on a quarterly basis with colleagues in the Commissioner's secretariat to review performance. Additional working level meetings will be arranged as and when required to support shared objectives, such as the production of the Commissioner's annual report.

76.4 The Senior Sponsor will meet with the Commissioner on at least a quarterly basis to discuss the activities of the Commissioner and review performance against their statutory duties and functions, as well as to review any risks/issues that may be impacting their ability to deliver against these.

76.5 Prior to the beginning of each financial year, the CPA will consult the sponsor team on their business plan which should set out the key objectives and targets for the year ahead. This will cover:

- specific requirements in relation to the discharge of the Commissioner's statutory functions;
- activities in relation to the Cabinet Office's strategic aims and priorities; and
- any additional functions as agreed between the Minister and the Commissioner (as per article 5 of the Order in Council).

76.6 The Commissioner and the Senior Sponsor will agree their respective operational roles and responsibilities in providing advice or guidance to, and requesting information from, government departments.

## 77. Resolution of disputes between CPA and Cabinet Office

77.1 See Section 11 in this framework document.

## 78. Freedom of Information requests

78.1 See section 12 in this framework document.

## 79. Reporting on legal risk and litigation

79.1 See section 13 in this framework document.

# CPA governance structure

## 80. The Chief Executive / Accounting Officer

80.1 See section 14 in this framework document.

# Management and financial responsibilities and controls

## 81. Delegated authorities

81.1 See section 18 in this framework document.

## 82. Spending authority

82.1 See section 19 in this framework document.

## 83. Banking and managing cash

83.1 See section 20 in this framework document.

## 84. Procurement

84.1 See section 21 in this framework document.

## 85. Risk management

85.1 CPA shall ensure that the risks that it faces are dealt with in an appropriate manner, in accordance with relevant aspects of best practice in corporate governance, and develop a risk management strategy, in accordance with the Treasury guidance *Management of Risk: Principles and Concepts*.

## 86. Counter fraud and theft

86.1 See section 23 in this framework document.

## 87. Staff

87.1 See section 24 in this framework document.

# **Business plans, financial reporting and management information**

## 88. Business plans

88.1 See section 25 in this framework document.

## 89. Budgeting procedures

89.1 See section 26 in this framework document.

## 90. Grant-in-aid

90.1 See section 27 in this framework document.

## 91. Annual report and accounts

91.1 See section 28 in this framework document.

## 92. Reporting performance to the department

92.1 See section 29 in this framework document.

## 93. Information sharing

93.1 See section 30 in this framework document.

# **Audit**

## 94. Internal audit

94.1 See section 31 in this framework document.

## 95. External audit

95.1 See section 32 in this framework document.

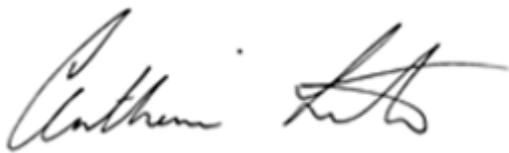
## Review and winding up arrangements

### 96. Review of CPA's status

96.1 See section 33 in this framework document.

### 97. Arrangements in the event that CPA is wound up

97.1 See section 34 in this framework document, noting CPA's accounts are consolidated within the CSC.



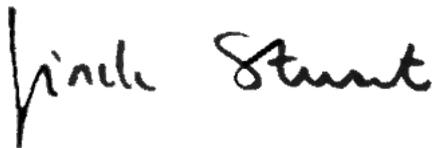
**Cat Little CB**

Permanent Secretary, Cabinet Office and  
Principal Accounting Officer



**Kate Owen**

Chief Executive Officer and Accounting Officer,  
Civil Service Commission, Advisory Committee  
on Business Appointments and Commissioner  
for Public Appointments



**Baroness Gisela Stuart of Edgbaston**

First Civil Service Commissioner



**Lord Eric Pickles**

Chair, Advisory Committee on Business  
Appointments



**Sir William Shawcross**

Commissioner for Public Appointments

## Annex A: Guidance

The Civil Service Commission, Advisory Committee on Business Appointments and the Commissioner for Public Appointments shall comply with the following guidance, documents and instructions:

### Corporate Governance

- Framework document: Civil Service Commission; Advisory Committee on Business Appointments; and the Commissioner for Public Appointments
- Corporate in central government departments: code of good practice (April 2017)  
[https://assets.publishing.service.gov.uk/media/5a747d24e5274a7f9902893d/PU2077\\_code\\_of\\_practice\\_2017.pdf](https://assets.publishing.service.gov.uk/media/5a747d24e5274a7f9902893d/PU2077_code_of_practice_2017.pdf)
- Code of Conduct for Board Members of Public Bodies (June 2019)  
<https://assets.publishing.service.gov.uk/media/5d037ebc40f0b609a555f141/Code-of-Conduct-for-Board-Members-of-Public-Bodies-2019-WEB.PDF>
- Partnerships between departments and arm's length bodies: code of good practice (February 2017)  
[https://assets.publishing.service.gov.uk/media/5a7f931fed915d74e33f7463/Partnerships\\_between\\_departments\\_and\\_arm\\_s\\_length\\_bodies-code\\_of\\_good\\_practice.pdf](https://assets.publishing.service.gov.uk/media/5a7f931fed915d74e33f7463/Partnerships_between_departments_and_arm_s_length_bodies-code_of_good_practice.pdf)

### Financial Management and Reporting

- Managing Public Money (MPM) (May 2023)  
[https://assets.publishing.service.gov.uk/media/65c4a3773f634b001242c6b7/Managing\\_Public\\_Money\\_-\\_May\\_2023\\_2.pdf](https://assets.publishing.service.gov.uk/media/65c4a3773f634b001242c6b7/Managing_Public_Money_-_May_2023_2.pdf)
- The Government Financial Reporting Manual (FReM) 2024-25 (December 2023)  
[https://assets.publishing.service.gov.uk/media/657b04390467eb001355f84d/MASTER\\_FINAL\\_DRAFT\\_2024-25\\_FReM\\_1.pdf](https://assets.publishing.service.gov.uk/media/657b04390467eb001355f84d/MASTER_FINAL_DRAFT_2024-25_FReM_1.pdf)
- HM Treasury - Dear Accounting Officer (DAO) letters  
<https://www.gov.uk/government/collections/dao-letters>
- Whole of Government Accounts - financial statements  
<https://www.gov.uk/government/collections/whole-of-government-accounts>
- Delegated Authority, issued by the Cabinet Office, to the Civil Service Commission

### Management of Risk

- Management of Risk in Government (January 2017)  
[https://assets.publishing.service.gov.uk/media/5a74f87de5274a59fa716642/170110\\_Framework\\_for\\_Management\\_of\\_Risk\\_in\\_Govt\\_final\\_1.pdf](https://assets.publishing.service.gov.uk/media/5a74f87de5274a59fa716642/170110_Framework_for_Management_of_Risk_in_Govt_final_1.pdf)
- Orange Book: Management of Risk - Principles and Concepts (2023)  
[https://assets.publishing.service.gov.uk/media/6453acadc33b460012f5e6b8/HMT\\_Orange\\_Book\\_May\\_2023.pdf](https://assets.publishing.service.gov.uk/media/6453acadc33b460012f5e6b8/HMT_Orange_Book_May_2023.pdf)
- Public Sector Internal Audit Standards (March 2017)  
[https://assets.publishing.service.gov.uk/media/5a81f922ed915d74e34010c6/PSAIS\\_1\\_April\\_2017.pdf](https://assets.publishing.service.gov.uk/media/5a81f922ed915d74e34010c6/PSAIS_1_April_2017.pdf)
- HM Treasury Approval Process for projects and programmes (April 2024)  
[https://assets.publishing.service.gov.uk/media/66e2e98861763848f429d5ca/Treasury\\_Approvals\\_Process\\_guidance.pdf](https://assets.publishing.service.gov.uk/media/66e2e98861763848f429d5ca/Treasury_Approvals_Process_guidance.pdf)

## Commercial Management

- Procurement Policy Notes  
<https://www.gov.uk/government/collections/procurement-policy-notes>
- Cabinet Office Spending Controls  
<https://www.gov.uk/government/collections/cabinet-office-controls>

## Public Appointments

The following are relevant where public bodies participate in public appointment processes. In this case, they do not apply to appointments to the Civil Service Commission as these are governed by the Constitutional Reform and Governance Act (2010). They will apply to public appointments made to ACOBA.

- Guidance from the Commissioner for Public Appointments (CPA website)  
<https://publicappointmentscommissioner.independent.gov.uk/>
- Governance Code on Public Appointments (February 2024)  
[https://assets.publishing.service.gov.uk/media/65c4f9a19c5b7f0012951b7a/governance\\_code\\_on\\_public\\_appointments.pdf](https://assets.publishing.service.gov.uk/media/65c4f9a19c5b7f0012951b7a/governance_code_on_public_appointments.pdf)
- Procurement Policy Note 08/15: tax arrangements of public appointees  
[https://assets.publishing.service.gov.uk/media/5a80b867ed915d74e33fc064/PPN\\_08-15\\_Tax\\_arrangements\\_for\\_public\\_appointees.pdf](https://assets.publishing.service.gov.uk/media/5a80b867ed915d74e33fc064/PPN_08-15_Tax_arrangements_for_public_appointees.pdf)

## Staff and Remuneration

- Guidance for approval of senior pay: senior pay controls process  
[https://assets.publishing.service.gov.uk/media/64c39ef1331a65000d934dc0/Senior\\_Pay\\_Guidance\\_2023.pdf](https://assets.publishing.service.gov.uk/media/64c39ef1331a65000d934dc0/Senior_Pay_Guidance_2023.pdf)
- Civil Service Pay Remit Guidance (updated annually)  
<https://www.gov.uk/government/publications/civil-service-pay-remit-guidance-2024-to-2025/civil-service-pay-remit-guidance-2024-to-2025>
- Public sector pay and terms: guidance note  
[https://assets.publishing.service.gov.uk/media/5d3596bde915d0d0f8d5565/190702\\_Public\\_sector\\_pay\\_and\\_terms.pdf](https://assets.publishing.service.gov.uk/media/5d3596bde915d0d0f8d5565/190702_Public_sector_pay_and_terms.pdf)
- Raising a concern (inc whistleblowing) (June 2024)  
<https://intranet.cabinetoffice.gov.uk/managing-people-and-services/conduct-discipline-and-raising-concerns/whistleblowing-and-raising-a-concern/>
- Equality Act 2010: guidance  
<https://www.gov.uk/guidance/equality-act-2010-guidance>

## General

- Freedom of Information Act  
<http://www.legislation.gov.uk/ukpga/2000/36/contents>
- Information Commissioners Office (ICO) - Freedom of Information  
<https://ico.org.uk/for-organisations/guide-to-freedom-of-information/>
- The Parliamentary and Health Service Ombudsman's Principles of Good Administration:  
<https://www.ombudsman.org.uk/about-us/our-principles>
- Recommendations made by Parliamentary Select Committees - for example: the Public Administration and Constitutional Affairs Committee or the Public Accounts Committee, that have been accepted by the Government, which are relevant to each organisation within the Independent Offices.

- Public Bodies Guidance (May 2024)  
<https://www.gov.uk/guidance/public-bodies-reform>
- Civil Service Diversity and Inclusion Strategy 2022 to 2025  
<https://www.gov.uk/government/publications/civil-service-diversity-and-inclusion-strategy-2022-to-2025>
- Government Digital Service  
<http://www.gov.uk/government/organisations/government-digital-service>
- Government Counter Fraud Functional Strategy 2024-2027  
<https://www.gov.uk/government/publications/government-counter-fraud-functional-strategy-2024-2027>
- Code of Practice for Statistics  
<https://code.statisticsauthority.gov.uk/#:~:text=The%20Code%20of%20Practice%20for%20Statistics%20sets%20the,produced%20by%20people%20and%20organisations%20that%20are%20trustworthy>
- Accounting Officer System Statements (April 2017)  
<http://www.gov.uk/government/publications/accounting-officer-system-statements>