

UK Government Investments Framework Document

AUGUST 2024



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Introduction and background

1. Purpose of document

- 1.1. This framework document (the “framework document”) has been agreed between His Majesty’s Treasury (“HM Treasury” or the “Shareholder”) and UK Government Investments Limited (“UKGI”, or the “Company”) in accordance with HM Treasury's handbook Managing Public Money¹ (“MPM”) (as updated from time to time).
- 1.2. The framework document sets out the broad governance framework within which UKGI and HM Treasury operate. It sets out UKGI’s core responsibilities; describes the governance and accountability framework that applies between the roles of the HM Treasury and UKGI; 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 both parties agree to operate within its terms. It should be interpreted in light of UKGI’s Articles of Association and English company law and is without prejudice to the statutory and other rights and obligations of HM Treasury or UKGI.
- 1.4. References to UKGI include any subsidiaries and joint ventures it may establish and which are classified to the public sector and central government for national accounts purposes. If UKGI establishes a subsidiary or joint venture, there shall be a document setting out the arrangements between it and UKGI agreed with HM Treasury. Such subsidiaries should only be established in line with appropriate delegations.
- 1.5. Copies of the document 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 UKGI website UKGI.org.uk
- 1.6. This framework document should be reviewed regularly and updated at least every three years unless there are exceptional reasons that render this inappropriate that have been agreed with the

¹https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1000670/MPM_Spring_21_with_annexes_080721.pdf

HM Treasury Principal Accounting Officer. The latest date for review and updating of this document is 2027.

2. Classification and ownership

- 2.1. UKGI has been classified as a central government organisation by the ONS/HM Treasury Classifications team.
- 2.2. It has been administratively classified by the Cabinet Office as a non-departmental public body (NDPB).

Purpose, Objectives and Duties

3. Purpose

- 3.1. UKGI has been incorporated under the Companies Act 2006 as a company limited by shares. Its purpose is to create value for society from government's most complex commercial interests.

4. Objectives

- 4.1. UKGI's strategic objectives are:
 - Corporate Governance: Act as shareholder representative for, and lead establishment of, UK Government's most complex and commercial arm's length bodies on behalf of sponsor departments. We typically perform this via a dedicated shareholder team and provide a Shareholder Non-Executive Director as a member of the arm's length body's board.
 - Corporate Finance: Advise on major UK government corporate finance matters, including financial interventions into corporate structures and corporate finance negotiations.
 - Transactions: Advise, manage and execute the sale or purchase of significant corporate assets for the UK government.
 - Contingent Liabilities: Improve the UK government's decision making regarding the structuring, and management of, contingent liabilities in a responsible way that creates value for money.

Governance and accountability

5. Governance and accountability

- 5.1. UKGI 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.
- 5.2. In particular (but without limitation), UKGI should:
- comply with the principles and provisions of the Financial Reporting Council's UK Corporate Governance Code² ("the Code"; as amended and updated from time to time) to the extent appropriate to UKGI or specify and explain any non-compliance in its annual report
 - comply with the principles and provisions of the Corporate Governance in Central Government Departments Code of Good Practice to the extent appropriate to UKGI
 - comply with MPM
 - in line with MPM have regard to the relevant Functional Standards³ as appropriate and in particular those concerning Finance, Commercial and Counter Fraud
 - take into account and comply with, the code of good practice and guidance set out in Annex A of this framework document, as they apply to central government companies
 - provide independent advice in areas pursuant to UKGI's Objectives to Government departments and their Ministers to deliver such department's objectives. Any direct engagement with assets or projects will formally be as an agent of the relevant client department
 - put in place memoranda of understanding with the departments to whom it provides advice, to facilitate UKGI in managing its work and resources, and to enable the constructive engagement of UKGI with these departments. These arrangements should ensure that UKGI is indemnified

² <https://www.frc.org.uk/directors/corporate-governance-and-stewardship/uk-corporate-governance-code>

³ <https://www.gov.uk/government/collections/functional-standards>

by departments where it acts as the agent of a department in accordance with a departmental decision

- establish professional customer relationships and give Government departments confidence in its services, given that UKGI will have access to sensitive or confidential information through working with departments and their assets or projects. HM Treasury acknowledges that, when working for Ministers in other Government departments, UKGI will therefore treat its customer's sensitive or confidential information and the advice it provides to its customers with the same degree of confidentiality as that Minister might expect of his or her own officials, in accordance with the Civil Service Code.

5.3. In line with MPM Annex 3.1 UKGI shall provide an account of corporate governance in its annual governance statement including the Board's assessment of its compliance with the Code with explanations of any material departures. To the extent that UKGI does intend to materially depart from the Code, the shareholder should be notified in advance.

Role of the department as shareholder

6. The Responsible Minister

- 6.1. The Chancellor of the Exchequer will account for UKGI on all matters concerning UKGI in Parliament. Responsibility may be delegated to another HM Treasury Minister. At the time of publication this is the Economic Secretary to the Treasury.
- 6.2. The Ministers' statutory powers in respect of UKGI are set out in Section 36 of the Enterprise Act 2016.
- 6.3. These are:
- The Treasury or the Secretary of State may —
 - a) provide grants, loans, guarantees or indemnities, or any other kind of financial assistance (actual or contingent) to UK Government Investments Limited, or
 - b) make other payments to UK Government Investments Limited.

7. Appointment of the Chief Executive

- 7.1. The Chief Executive of UKGI is appointed by HM Treasury Ministers in consultation with the UKGI Board. This appointment is subject to the Public Appointments Order in Council⁴ and as such must comply with the Governance Code on Public Appointments⁵.

8. Appointments to the Board

- 8.1. The shareholder shall have the following appointment and approval rights in relation to UKGI's Board:
- the shareholder will appoint the Chair and other independent non-executive members of the Board. It is intended that

⁴ <https://publicappointments.cabinetoffice.gov.uk/wp-content/uploads/2019/11/Public-Appointments-No.-2-Order-in-Council-2019.pdf>

⁵ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/578498/governance_code_on_public_appointments_16_12_2016.pdf

these appointments will be made in accordance with the principles of the Governance Code for Public Appointments⁶

- the shareholder will nominate a Permanent Secretary or Second Permanent Secretary of the shareholder representative as a non-executive director on UKGI's Board (the "shareholder director"). The shareholder director will make provision for the appointment of an alternate for such shareholder director (the "alternate shareholder director") as required
- the shareholder will approve the appointment of the Chief Executive Officer ("CEO") on approval by the Board and on the advice of the Nominations Committee. The selection process must be fair and open and the request to the shareholder for approval of the final appointment should be accompanied by an explanation in writing as to why such appointment is recommended by the Board. Shareholder approval is also required for any proposal to appoint an interim CEO
- in each case, the Board will give legal effect to the appointment

9. Other shareholder reserved matters

9.1. The shareholder is answerable to Parliament for all matters concerning UKGI.

9.2. In addition, the shareholder will review and, if in agreement, give prior written approval to the following "shareholder reserved matters":

- corporate business plan – following development and updating by the Board, the shareholder will review and approve this annually
- matters regarding spending approvals, acquisitions, disposals, and joint ventures in line with delegations as set out in the delegation letter.
- setting UKGI's objectives
- approving UKGI's forward strategy or high level priorities
- approval of the terms (including remuneration and policy regarding payment of expenses) of all appointments to the Board

⁶ <https://www.gov.uk/government/publications/governance-code-for-public-appointments>

- approval of the remuneration framework for all staff including executive directors and individual pay awards outside the delegated framework
 - approval of the UKGI budget and funding
 - such other matters as may be appropriate and proportionate
- 9.3. At the reasonable request of the shareholder, the Directors shall:
- meet the shareholder or its representatives to discuss the affairs of UKGI
 - provide such information in relation to the affairs of UKGI as the shareholder may reasonably require for the purpose of carrying out its role as shareholder
- 9.4. The shareholder is committed to giving the Board the freedom to operate UKGI in line with the spirit of this framework document. Decisions in relation to the activities of UKGI will be taken by the Board in accordance with their statutory, regulatory, common law and fiduciary duties.

10. The Principal Accounting Officer (PAO)

10.1. The Principal Accounting Officer (PAO) is the Permanent Secretary of the department.

PAO's specific accountabilities and responsibilities

- 10.2. The Principal Accounting Officer (PAO) of HM Treasury designates the Chief Executive of UKGI as UKGI's Accounting Officer (AO) and ensures that they are fully aware of their responsibilities. The PAO issues a letter appointing the AO, setting out their responsibilities and delegated authorities.
- 10.3. The respective responsibilities of the PAO and AO for UKGI are set out in Chapter 3 of MPM.
- 10.4. The PAO is accountable to Parliament for the issue of any grant-in-aid to UKGI.
- 10.5. The PAO is also responsible for advising the responsible Minister on:
- an appropriate framework of objectives and targets for UKGI in the light of the department's wider strategic aims and priorities

- an appropriate budget for UKGI in the light of the shareholder department's overall public expenditure priorities
- how well UKGI is achieving its strategic objectives and whether it is delivering value for money
- via the shareholder team, the exercise of the Ministers' statutory responsibilities concerning UKGI as outlined above

10.6. The PAO via the shareholder team is also responsible for ensuring arrangements are in place in order to:

- monitor UKGI's activities and performance
- address significant problems in UKGI, making such interventions as are judged necessary
- periodically carry out an assessment of the risks both to the department and UKGI's objectives and activities in line with the wider departmental risk assessment process
- inform UKGI of relevant government policy in a timely manner
- bring ministerial or departmental concerns about the activities of UKGI to the full UKGI Board, and, as appropriate to the departmental board, requiring explanations and assurances that appropriate action has been taken

11. The role of the shareholder team

11.1. The UKGI sponsor team in the Enterprise and Growth Unit is the primary contact between the shareholder and UKGI. They are the main source of advice to the responsible Minister and the PAO on the discharge of their responsibilities in respect of UKGI. Therefore, UKGI should engage with the shareholder team as the initial point of contact between UKGI and the shareholder.

11.2. In its role as shareholder team the UKGI sponsor team will:

- establish and maintain appropriate and effective corporate governance foundations
- promote effective objectives, business planning and performance against the Business Plan
- promote the organisational capability of UKGI to deliver against the agreed plans, targets and budgets
- promote effective leadership (high quality boards and senior management)
- promote effective relationships between HM Treasury and UKGI

- Organise quarterly shareholder meetings between representatives of HM Treasury and the Company to discuss the Company's activities and performance against the Objectives.

12. 'The role of the policy sponsorship team

12.1. In UKGI's case the shareholder team and policy sponsorship team are the same, with both roles fulfilled by the UKGI sponsor team.

12.2. The responsible senior civil servant for the policy sponsorship's team's relationship with UKGI is the Director of the UKGI sponsor team.

12.3. In addition to its role as the shareholder team outlined in Section 11, in its role as the policy sponsorship team, the UKGI sponsor team will:

- advise UKGI of relevant policy and guidance in a timely manner, including annual policy objectives in relation to UKGI's operating plan and objectives
- advise Ministers on UKGI's progress against agreed policy objectives
- engage closely with UKGI on wider policy developments and cross-Government priorities impacting on, or affected by, the work of UKGI

13. Resolution of disputes between UKGI and HM Treasury as shareholder

13.1. Where a dispute arises over any aspect of UKGI's activities the matter will be referred for resolution to HM Treasury and UKGI officials. If the matter is not resolved to the satisfaction of both parties within a reasonable period, either party may refer the matter for consideration and resolution by the HM Treasury PAO and UKGI AO

14. Freedom of Information requests

14.1. Where a request for information is received by either party under the Freedom of Information Act 2000, or the UK GDPR, the party receiving the request will use reasonable endeavours to consult with the other party prior to any disclosure of information that may affect the other party's responsibilities or, failing that, to draw the disclosure to the other party's attention in writing promptly after any such disclosure.

14.2. UKGI's Chief Operating Officer will be authorised to act as the "qualified person" under section 36(5)(o) of the Freedom of Information Act 2000.

15. Reporting on legal risk and litigation

15.1. UKGI shall provide a quarterly update to the shareholder on the existence of any active litigation and any threatened or reasonably anticipated litigation. The parties acknowledge the importance of ensuring that legal risks are communicated appropriately to the shareholder in a timely manner.

15.2. In respect of each substantial piece of litigation involving UKGI, the parties will agree 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 shareholder 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 shareholder 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
- circulation of privileged information within government occurs only as necessary

UKGI's governance structure

16. Responsibilities of UKGI's Chief Executive as accounting officer

16.1. The Chief Executive as AO 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 UKGI. In addition, they should ensure that UKGI as a whole is run on the basis of the standards, in terms of governance, decision-making and financial management that are set out in Box 3.1 of MPM. These responsibilities include the below and those that are

set in the AO appointment letter issued by the PAO of the shareholder department.

17. Responsibilities for accounting to parliament and the public

17.1. Responsibilities to Parliament and the public include:

- signing the 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 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 UKGI are established and made widely known within UKGI
- acting in accordance with the terms of MPM and other instructions and guidance issued from time to time by the department, HM Treasury and the Cabinet Office
- ensuring that as part of the above compliance they are familiar with and act in accordance with:
 - their fiduciary duties under the Companies Act
 - any governing legislation
 - this framework document,
 - any delegation letter issued to body as set out in paragraph 24.1
 - any elements of any settlement letter issued to the shareholder department that is relevant to the operation of UKGI
 - any separate settlement letter that is issued to UKGI from the shareholder department
- ensuring they have appropriate internal mechanisms for monitoring, governance and external reporting regarding non-compliance with any conditions arising from the above documents
- giving evidence, normally with the PAO, when summoned before the PAC on UKGI's stewardship of public funds

18. Responsibilities to HM Treasury

18.1. Responsibilities to HM Treasury include:

- establishing, in agreement with the department, UKGI's corporate and business plans in the light of the department's wider strategic aims and agreed priorities
- informing the department of progress in helping to achieve the department's policy objectives and in demonstrating how resources are being used to achieve those objectives
- ensuring that timely forecasts and monitoring information on performance and finance are provided to the department; 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 department in a timely fashion

19. Responsibilities to the Board

19.1. The Chief Executive is responsible for:

- advising the 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 Board on UKGI's performance compared with its aims and objectives
- ensuring that financial considerations are taken fully into account by the Board at all stages in reaching and executing its decisions, and that financial appraisal techniques are followed

20. Managing conflicts

20.1. The Chief Executive should follow the advice and direction of the Board, except in very exceptional circumstances with a clear cut and transparent rationale for not doing so.

20.2. UKGI's AO must take care that their personal legal responsibilities do not conflict with their duties as a board member. In particular, the AO should vote against any proposal which appears to cause such a conflict; it is not sufficient to abstain.

20.3. If the Chair or Board of UKGI is minded to instruct its AO to carry out a course inconsistent with their duties as AO, then the AO should make their reservations clear, preferably in writing. If the Board is still minded to proceed, UKGI's AO should then:

- ask the AO of the shareholder department to consider intervening to resolve the difference of view, preferably in writing
- if the Board's decision stands, seek its written direction to carry it out, to inform HM Treasury
- proceed to implement without delay
- follow the routine in paragraph 3.6.6 of MPM

21. The Board

Composition of the Board

21.1. UKGI will have a board in line with good standards of corporate governance and as set out in its establishing statute and in guidance as set out in Annex A. The role of the Board shall be to run UKGI, and to deliver the objectives, in accordance with the purposes as set out above, their statutory, regulatory, common law duties and their responsibilities under this framework document. Detailed responsibilities of the Board shall be set out in the Board terms of reference. Remuneration of the Board will be disclosed in line with the guidance in Government Financial Reporting Manual (FreM)⁷.

21.2. The Board will consist of a Chair, together with the Chief Executive and be attended by a number of executive members that have a balance of skills and experience appropriate to directing UKGI's business. The Chief Financial Officer, Chief Operating Officer and General Counsel will be invited to attend all meetings. The Board should include at least five independent non-executive members to ensure that executive members are supported and constructively challenged in their role.

21.3. 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.

⁷ <https://www.gov.uk/government/collections/government-financial-reporting-manual-frem>

Committees of the Board

21.4. The Board may set up such committees as necessary for it to fulfil its functions, and dissolve such committees as it sees fit. As is detailed below at a minimum this should include an Audit and Risk Committee chaired by an independent and appropriately qualified non-executive member of the UKGI Board.

21.5. While the UKGI 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 Chair 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.

21.6. 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. Where any such disagreement cannot be resolved, the committee concerned should have the right to report the issue to the shareholder team, PAO and responsible Minister. They may also seek to ensure the disagreement or concern is reflected as part of the report on its activities in the annual report.

21.7. The UKGI Chair 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 UKGI Board. The UKGI Chair should ensure that committee membership is periodically refreshed and that individual independent non-executive directors of the UKGI Board are not overburdened when deciding the chairs and membership of committees. As at the date of this document, the UKGI Board has the following committees:

- Remuneration committee. The UKGI Board will appoint one of UKGI's independent non-executive directors to chair the remuneration committee. The remuneration committee will be responsible for setting the remuneration within the framework agreed by HM Treasury for all employees and for ensuring remuneration arrangements, including any incentivisation packages, are informed by relevant benchmarks. The remuneration committee will also set policy and arrangements

in accordance with the following criteria, such that remuneration levels:

- are sufficient to attract and retain the high calibre individuals necessary to drive the delivery of the objectives
- are reconciled to performance, adherence to the Budget and delivery of the objectives
- deliver value for money
- Audit and risk committee. A suitably qualified independent non-executive director of UKGI will be appointed by the Board as the chair of the audit and risk committee. The audit and risk committee will be responsible for monitoring, oversight and advice to the Board for financial reporting, external and internal audit, internal control and risk, whistleblowing procedures and compliance.
- Nominations committee. The chair of the nominations committee will be the UKGI Chair. The nominations committee will be responsible for considering and making recommendations to the Board in respect of appointments to the Board and approving executive appointments. In addition, the nominations committee will make recommendations in respect of membership and chairmanship of Board committees.
- Transactions committee. A suitably qualified director of UKGI will be appointed by the Board as the chair of the transactions committee. The transactions committee is responsible for determining advice to HM Treasury and Ministers on the stewardship of, and preparation and execution of disposal strategies for, assets in relation to which the Government has determined it has no policy reason to retain, including but not limited to the Government's investments in NatWest Group plc and UK Asset Resolution. The UKGI Board has delegated to the transactions committee the responsibility for determining the advice to HM Treasury or Ministers on these matters. Such advice will not be subject to further approval by the Board. Final decisions on the assets are delegated to the transactions committee are to be made by the Board, in agreement with HM Treasury and, where applicable, the relevant sponsor department.

- Contingent Liabilities Central Capability (CLCC) committee. A suitably qualified director of UKGI will be appointed by the Board as the chair of the CLCC committee. External appointees with appropriate sectoral skills and experience can also be co-opted by the UKGI Board to the CLCC committee. The CLCC committee is responsible for providing expert support and challenge to the UKGI CLCC team on matters including the approach to provision of advice and reporting, team resourcing and skills, and the management of risks to UKGI from the team's activities.

Duties of the Board

21.8. The Board is specifically responsible for:

- establishing and taking forward the strategic aims and objectives of UKGI consistent with its overall strategic direction and within the policy and resources framework determined by the relevant minister
- providing effective leadership of UKGI within a framework of prudent and effective controls which enables risk to be assessed and managed
- ensuring the financial and human resources are in place for UKGI to meet its objectives
- reviewing management performance
- ensuring that the Board receives and reviews regular financial and management information concerning the management of UKGI
- ensuring that it is kept informed of any changes which are likely to impact on the strategic direction of UKGI's Board 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, shareholder team or directly
- ensuring compliance with any statutory or administrative requirements for the use of public funds; that the Board operates within the limits of its statutory authority and any delegated authority agreed with the shareholder department, and in accordance with any other conditions relating to the use of public funds; and that, in reaching decisions, the Board

takes into account guidance issued by the shareholder department

- ensuring that as part of the above compliance they are familiar with:
 - this framework document
 - any delegation letter issued to body as set out in paragraph 24.1
 - any elements of any settlement letter issued to the shareholder department that is relevant to the operation of UKGI
 - any separate settlement letter that is issued to UKGI from the shareholder department
 - that they have appropriate internal mechanisms for the monitoring, governance and external reporting regarding any conditions arising from the above documents and ensure that the Chief Executive and UKGI as a whole act in accordance with their obligations under the above documents
- demonstrating high standards of corporate governance at all times, including by using the independent audit committee to help the Board to address key financial and other risks
- appointing with the responsible Minister's approval a Chief Executive and, in consultation with the department, set performance objectives and remuneration terms linked to these objectives for the Chief Executive which give due weight to the proper management and use and utilization of public resources
- putting in place mechanisms for independent appraisal and annual evaluation of the performance of the Chair by the independent non-executives, taking into account the views of relevant stakeholders. The outcome of that evaluation should be made available to the Responsible Minister
- determining all such other things which the Board considers ancillary or conducive to the attainment or fulfilment by UKGI of its objectives

21.9. The UKGI Board should ensure that effective arrangements are in place to provide assurance on risk management, governance and internal control.

- The UKGI 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)⁸. The Board must maintain an Audit and Risk Committee chaired by an independent and appropriately qualified non-executive member to provide independent advice and ensure that the department's Audit and Risk Assurance Committee 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.

22. The UKGI Chair's role and responsibilities

22.1. The UKGI Chair is responsible for leading the UKGI Board 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, the priorities in the Chair's letter issued to them by the shareholder (usually updated annually), the statutory authority governing UKGI, this document and the documents and guidance referred to within this document.

22.2. Communications between UKGI's Board and the responsible minister should normally be through the UKGI Chair.

22.3. The UKGI Chair is bound by the Code of Conduct for Board Members of Public Bodies⁹ which covers conduct in the role and includes the Nolan Principles of Public Life.

22.4. In addition, the UKGI Chair is responsible for:

- ensuring including by monitoring and engaging with appropriate governance arrangements that UKGI's affairs are conducted with probity
- ensuring that policies and actions support the responsible Minister's, and where relevant other ministers' wider strategic policies and where appropriate, these policies and actions

⁸ <https://www.gov.uk/government/publications/orange-book>

⁹ <https://www.gov.uk/government/publications/code-of-conduct-for-board-members-of-public-bodies>

should be clearly communicated and disseminated throughout UKGI

22.5. The UKGI Chair 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
- promoting the efficient and effective use of staff and other resources
- delivering high standards of regularity and propriety
- representing the views of the board to the general public

22.6. The UKGI Chair also has an obligation to ensure that:

- the work of the Board and its members are reviewed and are working effectively including ongoing assessment of the performance of individual board members with a formal annual evaluation and more in-depth assessments of the performance of individual board members when being considered for re-appointment
- that in conducting assessments that the view of relevant stakeholders including employees and the shareholder team are sought and considered
- that the Board has a balance of skills appropriate to directing UKGI's business, and that all directors including the Chair and Chief Executive continually update their skills, knowledge and familiarity with UKGI to fulfil their role both on the Board and committees. 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
- they, together with the other board members, receive appropriate training on financial management and reporting requirements and on any differences that may exist between private and public sector practice
- the responsible minister is advised of UKGI's needs when board vacancies arise

- there is a Board Terms of Reference in place setting out the role and responsibilities of the Board consistent with the Government Code of Good Practice for Corporate Governance¹⁰
- there is a code of practice for board members in place, consistent with the Cabinet Office Code of Conduct for Board Members of Public Bodies¹¹

23. Individual UKGI Board members' responsibilities

23.1. Individual UKGI Board members should:

- 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 of Public Life 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 Directors¹² as appropriate and 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 UKGI's Compliance and Code of Conduct Manual, including without limitation the provisions on the acceptance of gifts and hospitality, managing conflicts of interest and external appointments
- act in good faith and in the best interests of UKGI
- 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

¹⁰ <https://www.gov.uk/government/publications/corporate-governance-code-for-central-government-departments-2017>

¹¹ <https://www.gov.uk/government/publications/code-of-conduct-for-board-members-of-public-bodies>

¹² <https://www.gov.uk/government/publications/public-bodies-non-executive-director-principles/12-principles-of-governance-for-all-public-body-neds>

Management and financial responsibilities and controls

24. Delegated authorities

24.1. UKGI's delegated authorities are set out in the delegation letter.

This delegation letter may be updated and superseded by later versions which may be issued by the shareholder department in agreement with HM Treasury.

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

24.3. UKGI shall obtain 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 UKGI's annual budget as approved by the department
- 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 HM Treasury
- 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
- carrying out policies that go against the principles, rules, guidance and advice in MPM

25. Spending authority

25.1. Once the budget has been approved by HM Treasury, UKGI shall have authority to incur expenditure approved in the budget without further reference to HMT, on the following conditions:

- UKGI shall comply with the delegations set out in the delegation letter. These delegations shall not be altered without the prior agreement of the shareholder department and as agreed by HM Treasury and Cabinet Office as appropriate

- UKGI 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 HM Treasury approval where any proposed expenditure is outside the delegated limits or is for new schemes not previously agreed
- UKGI shall provide HM Treasury with such information about its operations, performance, individual projects or other expenditure as the shareholder department may reasonably require

26. Banking and managing cash

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

26.2. UKGI 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.

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

26.4. The AO is responsible for ensuring UKGI has a banking policy as set out in MPM and ensuring compliance with that policy.

27. Procurement

27.1. UKGI 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.

27.2. UKGI shall establish its procurement policies and document these in a Procurement Policy and Procedures Manual.

27.3. In procurement cases where UKGI is likely to exceed its delegated authority limit, procurement strategy approval for the specific planned purchase must be sought from the department's shareholder team.

- 27.4. 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.
- 27.5. Procurement by UKGI of works, equipment, goods, and services shall be based on, a full option appraisal and value for money (VfM), i.e. the optimum combination and whole life costs and quality (fitness for purpose).
- 27.6. UKGI shall:
- engage fully with department and government wide procurement initiatives that seek to achieve VfM from collaborative projects
 - comply with all relevant Procurement Policy Notes issued by Cabinet Office
 - co-operate fully with initiatives to improve the availability of procurement data to facilitate the achievement of VfM
- 27.7. UKGI shall comply with the Commercial¹³ and Grants Standards¹⁴. 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.

28. Risk management

- 28.1. UKGI 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 HM Treasury guidance Management of Risk: Principles and Concepts.

29. Counter fraud and theft

- 29.1. UKGI should adopt and implement policies and practices to safeguard itself against fraud and theft.

¹³ <https://www.gov.uk/government/publications/commercial-operating-standards-for-government>

¹⁴ <https://www.gov.uk/government/publications/grants-standards>

29.2. UKGI should act in line with guidance as issued by the Counter Fraud Function and in compliance with the procedures and considerations as set in in MPM Annex 4.9 and the Counter Fraud Functional Standard¹⁵. 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.

29.3. UKGI should keep records of and prepare and forward to the department an annual report on fraud and theft suffered by UKGI and notify the shareholder department of any unusual or major incidents as soon as possible. UKGI 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.

30. Staff

Broad responsibilities for staff

30.1. Within the arrangements approved by the responsible Minister and through UKGI's Remuneration Framework, UKGI will have responsibility for the recruitment, retention and motivation of its staff. UKGI staff will not be Civil Servants or Crown Servants. The 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; there is no discrimination against employees with protected characteristics 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 and UKGI's performance measurement systems are reviewed from time to time
- its staff are encouraged to acquire the appropriate professional, management and other expertise necessary to achieve UKGI's objectives
- proper consultation with staff takes place on key issues affecting them

¹⁵ <https://www.gov.uk/government/publications/government-functional-standard-govs-013-counter-fraud>

- adequate grievance and disciplinary procedures are in place
- whistle-blowing procedures consistent with the Public Interest Disclosure Act are in place
- a code of conduct for staff is in place based on the Cabinet Office’s Model Code for Staff of Executive Non-departmental Public Bodies

Staff costs

30.2. The Remuneration Framework will delegate to UKGI the ability to set pay and staff policy within the delegations provided. Subject to its delegated authorities, UKGI 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

30.3. HM Treasury will delegate the remuneration policy for UKGI staff to the Board (which will be set within the agreed Budget), following agreement of a Remuneration Framework. Changes to the Remuneration Framework will require the consent of HMT.

30.4. Staff terms and conditions should be set out in an Employee Handbook, which should be provided to the department together with subsequent amendments.

30.5. UKGI shall abide by public sector pay controls, including the relevant approvals process dependent on the organisations classification as detailed in the Senior Pay Guidance¹⁶ and the Public Sector Pay and Terms Guidance¹⁷.

30.6. UKGI shall operate a performance-related pay scheme which will form part of the Remuneration Framework approved by HMT.

30.7. The travel expenses of board members shall be tied to the rates allowed to senior staff of UKGI. Reasonable actual costs shall be reimbursed.

¹⁶ <https://www.gov.uk/government/publications/senior-civil-service-pay-and-reward>

¹⁷ <https://www.gov.uk/government/publications/public-sector-pay-and-terms-guidance-note>

31. Pensions, redundancy and compensation

- 31.1. Compensation scheme rules and pension scheme rules should reflect legislative and HM Treasury guidance requirements regarding exit payments.
- 31.2. UKGI's staff shall normally be eligible for a pension provided by its own scheme. Staff may opt out of the occupational pension scheme provided by UKGI, but that employers' contribution to any personal pension arrangement, including stakeholder pension shall normally be limited to the national insurance rebate level.
- 31.3. Any proposal by UKGI 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

32. Business plans

- 32.1. UKGI shall submit annually to HMT the draft of the business plan covering at least one year ahead. The draft should be submitted by 31 March. UKGI shall agree with HMT the issues to be addressed in the plan and the timetable for its preparation. The plan shall reflect UKGI's duties, and, within those duties, the priorities set from time to time by the responsible Minister (including decisions taken on policy and resources in the light of wider public expenditure decisions). The plan shall demonstrate how UKGI contributes to the achievement of the department's medium-term plan and priorities and aligned performance metrics and milestones.
- 32.2. The business plan shall be updated to include key targets and milestones for the year immediately ahead and shall be linked to budgeting information so that resources allocated to achieve specific objectives can readily be identified by the department. Subject to any

commercial considerations, the business plan should be made available to staff.

32.3. The following key matters should be included in the plan:

- key objectives and associated key performance targets for the forward year, and the strategy for achieving those objectives
- key non-financial performance targets
- a review of performance in the preceding financial year, and an estimate of performance in the current year
- alternative scenarios and an assessment of the risk factors that may significantly affect the execution of the plan but that cannot be accurately forecast
- other matters as agreed between HMT and UKGI.

33. Budgeting procedures

33.1. Each year, in the light of decisions by the Department on the updated draft business plan, the Department will send to UKGI by 31 March:

- a formal statement of the annual budgetary provision allocated by the department in the light of competing priorities across the department and of any forecast income approved by the department
- a statement of any planned change in policies affecting UKGI

33.2. The approved annual business plan will take account both of approved funding provision and any forecast receipts. It will include a budget of estimated payments and receipts together with a profile of expected expenditure and of draw-down of any departmental funding and/or other income over the year. These elements form part of the approved business plan for the year in question.

34. Grant-in-aid and any ring-fenced grants

34.1. Any grant-in-aid provided by the department for the year in question will be voted in the department's Supply Estimate and be subject to Parliamentary control.

34.2. The grant-in-aid will normally be paid in monthly instalments on the basis of written applications showing evidence of need. UKGI 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 UKGI. 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.

34.3. In the event that HMT provides UKGI separate grants for specific (ring-fenced) purposes, it would issue the grant as and when UKGI needed it on the basis of a written request. UKGI would provide evidence that the grant was used for the purposes authorised by the department. UKGI shall not have uncommitted grant funds in hand, nor carry grant funds over to another financial year.

35. Annual report and accounts

35.1. UKGI's Board must publish an annual report of its activities together with its audited accounts after the end of each financial year. UKGI shall provide the department its finalised (audited) accounts by summer recess each year in order for the accounts to be consolidated within the HM Treasury group accounts. A draft of the report should be submitted to the department within a reasonable timeframe agreed in advance with HM Treasury before the proposed publication date. The accounts should be prepared in accordance with the relevant statutes in particular the Companies Act 2006 and specific accounts direction issued by the Department as well as HM Treasury's Financial Reporting Manual (FRoM).

35.2. The annual report must:

- cover any corporate, subsidiary or joint ventures under its control
- comply with the FRoM and in particular have regard to the illustrative statements for an NDPB¹⁸
- outline main activities and performance during the previous financial year and set out in summary form forward plans

35.3. 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

¹⁸ <https://www.gov.uk/government/publications/government-financial-reporting-manual-2020-21>.

parliament and made available on UKGI's website, in accordance with the guidance in the FReM.

- 35.4. If UKGI wishes to publish a document additional to its annual report and accounts that contains supplementary material including summary financial statements, these should comply with the requirements of sections 426 and 426A of the Companies Act 2006. The summary data must not be published in advance of the full annual report and accounts being laid before Parliament as to do so would be a breach of parliamentary privilege.
- 35.5. If, due to exceptional circumstances, there is a conflict between the requirements of the Companies Act and the FReM, the Companies Act takes precedence. UKGI should discuss the situation in the first instance with HM Treasury.
- 35.6. Sections 381 to 384 of the Companies Act 2006 define the qualifying criteria for the small companies' regime. Entities meeting these criteria can apply the small companies' regime only if approved by their shareholder.

36. Reporting performance to the Department

- 36.1. UKGI 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 business plan.
- 36.2. UKGI shall inform the shareholder department of any changes that make achievement of objectives more or less difficult. It shall report financial and non-financial performance, including performance in helping to deliver ministers' policies, and the achievement of key objectives regularly.
- 36.3. Formal quarterly shareholder meetings will be held between representatives of HM Treasury and UKGI to discuss the Company's activities and performance against the Objectives. Each meeting is primarily intended to be weighted towards being a forward-looking and risk-based analysis of progress against the UKGI Budget and Objectives.

36.4. The responsible Minister will meet the Chair and Chief Executive quarterly.

36.5. The PAO will meet the Chief Executive at least once a year.

37. Information Sharing

37.1. HM Treasury has the right of access to all company records and personnel for any purpose including, for example, shareholder audits and operational investigations. In exercising this right, HM Treasury will aim to respect commercial confidentiality to customer departments.

37.2. UKGI shall provide the shareholder department with such information about its operations, performance, individual projects or other expenditure as the shareholder department may reasonably require.

37.3. HM Treasury may request the sharing of data held by [UKGI] 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.

37.4. As a minimum, UKGI shall provide HM Treasury with information monthly that will enable HM Treasury satisfactorily to monitor:

- UKGI's cash management
- its draw-down of grant-in-aid
- forecast outturn by resource headings
- other data required for the Online System for Central Accounting and Reporting (OSCAR)
- 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

38. Internal audit

38.1. UKGI shall:

- establish and maintain arrangements for internal audit
- ensure that any arrangements for internal audit are in accordance with the Public Sector Internal Audit Standards (PSIAS)¹⁹ as adopted by HM Treasury
- set up an audit committee of its board in accordance with the Code of Good Practice for Corporate Governance and the Audit and Risk Assurance Committee Handbook²⁰, or be represented on the shareholder department's audit committee
- forward the audit strategy, periodic audit plans and annual audit report, including the Head of Internal Audit opinion on risk management, control and governance as soon as possible to the shareholder department
- keep records of and prepare and forward to the department an annual report on fraud and theft suffered by UKGI and notify the shareholder department of any unusual or major incidents as soon as possible
- share with the department 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 department's responsibilities in relation to financial systems within UKGI.

39. External audit

39.1. The Comptroller & Auditor General (C&AG) audits UKGI's annual accounts and passes the audited accounts to HM Treasury who will lay the accounts together with the C&AG's report before parliament.

39.2. The C&AG:

- will consult the department and UKGI on whom – the NAO or a commercial auditor – shall undertake the audit(s) on their behalf, though the final decision rests with the C&AG

¹⁹ <https://www.gov.uk/government/publications/public-sector-internal-audit-standards>

²⁰ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/512760/PU1934_Audit_committee_handbook.pdf

- 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 UKGI
- will share with the shareholder department 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 department's responsibilities in relation to financial systems within UKGI
- 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

39.3. The C&AG may carry out examinations into the economy, efficiency and effectiveness with which UKGI 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, UKGI 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.

39.4. The C&AG should be offered first right of refusal to audit central government company's Annual Report and Accounts. Usual practice under these circumstances should be UKGI's Audit & Risk Committee (ARC) is responsible for appointing a suitably qualified and experienced external auditor this may require the agreement of the shareholder. When this occurs UKGI should inform the department and the NAO of the appointment of an external auditor. The ARC should periodically review UKGI's auditors in line with best practice. The drafting should also reflect that the ARC should work with UKGI's executive to provide the department, and other relevant bodies, with regulatory compliance reports and any other reports deemed appropriate at the commencement of the audit and as compatible with the independent auditor's role.

Reviews and winding up arrangements

40. Review of UKGI's status

40.1. UKGI will be reviewed as part of the wider Public Bodies Reviews programme, at a time determined by the department's ministers and their PAO. The most recent review was published in 2024

41. Arrangements in the event that UKGI is wound up

41.1. HM Treasury shall put in place arrangements to ensure the orderly winding up of UKGI. In particular it should ensure that the assets and liabilities of UKGI are passed to any successor organisation and accounted for properly. (In the event that there is no successor organisation, the assets and liabilities should revert to the shareholder department.) To this end, the department shall:

- have regard to Cabinet Office guidance on winding up of ALBs²¹
- ensure that procedures are in place in UKGI 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 UKGI's assets and liabilities
- ensure that arrangements are in place to prepare closing accounts and pass to the C&AG for external audit, and that funds are in place to pay for such an audit. It shall be for the C&AG to lay the final accounts in Parliament, together with their report on the accounts
- arrange for the most appropriate person to sign the closing accounts. In the event that another entity takes on the role, responsibilities, assets and liabilities, the succeeding entity AO should sign the closing accounts. In the event that the department inherits the role, responsibilities, assets and liabilities, the shareholder department's AO should sign.

²¹https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/690952/Public_Bodies_-_a_guide_for_departments_-_chapter_10.pdf

41.2. UKGI shall provide the department with full details of all agreements where UKGI or its successors have a right to share in the financial gains of developers. It should also pass to the department details of any other forms of claw-back due to UKGI.

Annex A: Guidance

UKGI shall comply with the following guidance, documents and instructions:

Corporate governance

- This framework document
- Corporate Governance Code for Central Government Departments (relevant to Arm's Length Bodies) and supporting guidance:
<https://www.gov.uk/government/publications/corporate-governance-code-for-central-government-departments-2017>
- Code of conduct for Board members of Public Bodies:
<https://www.gov.uk/government/publications/code-of-conduct-for-board-members-of-public-bodies>
- Code of practice for partnerships between Departments and Arm's Length Bodies:
<https://www.gov.uk/government/publications/partnerships-with-arms-length-bodies-code-of-good-practice#:~:text=This%20code%20of%20good%20practice,partnership%20approach%20to%20shaping%20relationships.>

Financial management and reporting

- Managing Public Money (MPM):
<https://www.gov.uk/government/publications/managing-public-money>
- Government Financial Reporting Manual (FReM):
www.gov.uk/government/collections/government-financial-reporting-manual-frem
- Relevant Dear Accounting Officer (DAO) letters:
www.gov.uk/government/collections/dao-letters
- Relevant guidance and instructions issued by the Treasury in respect of Whole of Government Accounts:

<https://www.gov.uk/government/collections/whole-of-government-accounts>

- The most recent letter setting out the delegated authorities, issued by the parent department.

Management of risk

- Management of Risk: www.gov.uk/government/publications/orange-book and <https://www.gov.uk/government/publications/management-of-risk-in-government-framework>
- Public Sector Internal Audit Standards: www.gov.uk/government/publications/public-sector-internal-audit-standards
- HM Treasury approval processes for Major Projects above delegated limits: <https://www.gov.uk/government/publications/treasury-approvals-process-for-programmes-and-projects>
- The Government cyber-security strategy and cyber security guidance: <https://www.gov.uk/government/publications/national-cyber-strategy-2022/national-cyber-security-strategy-2022> and <https://www.gov.uk/government/collections/cyber-security-guidance-for-business>

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>
- Transparency in supply chains – a practical guide: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1040283/Transparency_in_Supply_Chains_A_Practical_Guide_2017_final.pdf

Public appointments

The following are relevant where public bodies participate in public appointments processes.

- Guidance from the Commissioner for Public Appointments:
<https://publicappointmentscommissioner.independent.gov.uk/>
- Governance Code on Public Appointments:
www.gov.uk/government/publications/governance-code-for-public-appointments
- Procurement Policy Note 08/15 – Tax Arrangements of Public Appointees:
<https://www.gov.uk/government/publications/procurement-policy-note-0815-tax-arrangements-of-appointees>

Staff and remuneration

- HM Treasury guidance on senior pay and reward:
www.gov.uk/government/publications/senior-civil-service-pay-and-reward
- Public sector pay and terms:
<https://www.gov.uk/government/publications/public-sector-pay-and-terms-guidance-note>
- Whistleblowing Guidance and Code of Practice:
<https://www.gov.uk/government/publications/whistleblowing-guidance-and-code-of-practice-for-employers>
- The Equalities Act 2010: www.gov.uk/guidance/equality-act-2010-guidance

General

- Freedom of Information Act guidance and instructions:
www.legislation.gov.uk/ukpga/2000/36/contents and
<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>
- Other relevant instructions and guidance issued by the central Departments (Cabinet Office and HM Treasury)
- Recommendations made by the Public Accounts Committee, or by other Parliamentary authority, that have been accepted by the Government and are relevant to UKGI.
- Guidance from the Public Bodies team in Cabinet Office: www.gov.uk/government/publications/public-bodies-information-and-guidance
- The Civil Service diversity and inclusion strategy (outlines the ambition, to which Arm’s Length Bodies can contribute): <https://www.gov.uk/government/publications/civil-service-diversity-and-inclusion-strategy-2022-to-2025>
- Guidance produced by the Infrastructure and Projects Authority (IPA) on management of major projects: www.gov.uk/government/organisations/infrastructure-and-projects-authority
- The Government Digital Service: www.gov.uk/government/organisations/government-digital-service
- The Government Fraud, Error, Debt and Grant Efficiency function; www.gov.uk/government/collections/fraud-error-debt-and-grants-function and www.gov.uk/government/publications/grants-standards
- Code of Practice for Official 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 (AOSS are produced by departments with input from ALBs):

www.gov.uk/government/publications/accounting-officer-system-statements

HM Treasury contacts

This document can be downloaded from www.gov.uk

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