

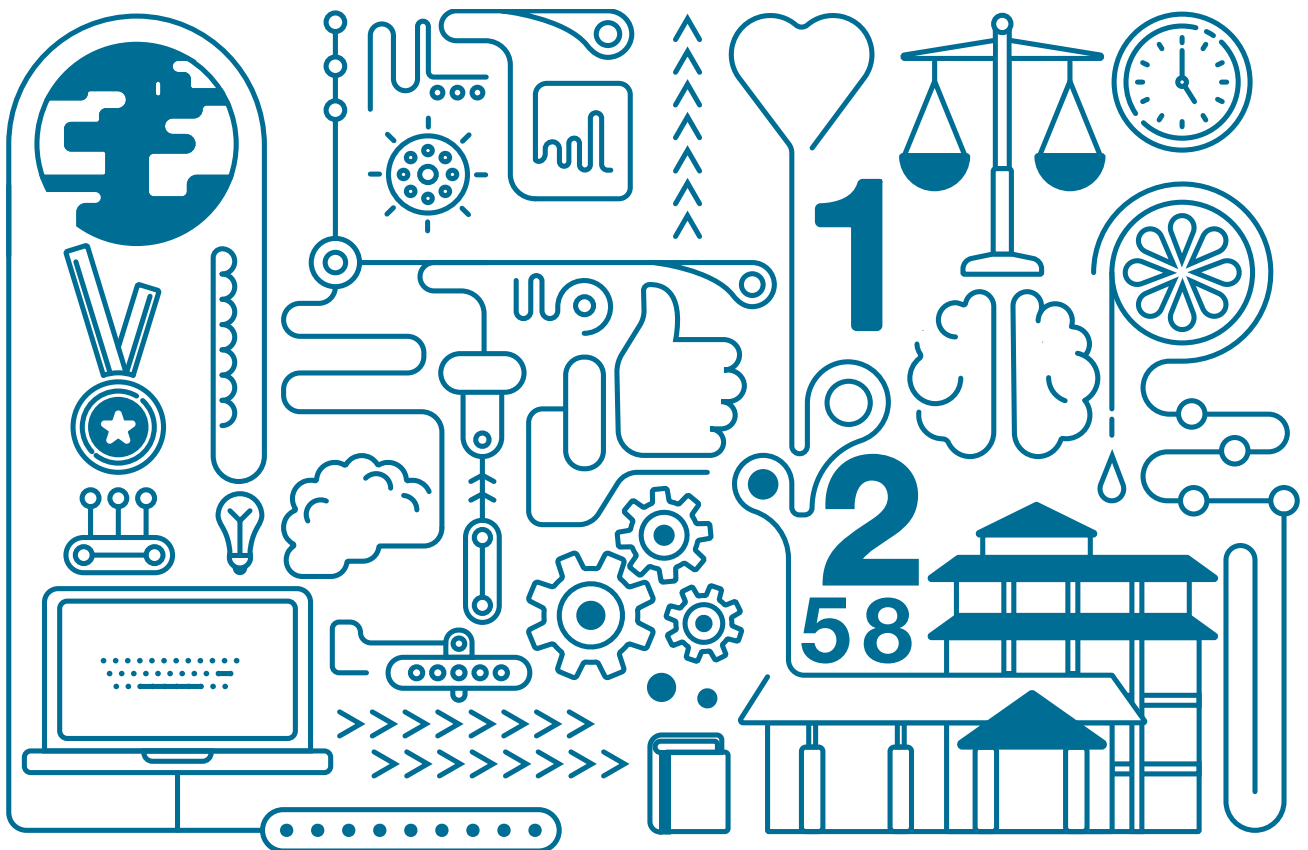


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Department for
Business, Energy
& Industrial Strategy

Framework Document 2020





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Introduction

- 1.1. This Framework Document has been written by the Department for Business, Energy and Industrial Strategy (BEIS) in consultation with the Intellectual Property Office (the IPO). It sets out the broad framework within which the IPO will operate. The document does not convey any legal powers or responsibilities. It is signed and dated by BEIS and the IPO. This document replaces the Framework Document published in 2013.
- 1.2. This document is a critical component in defining the relationship between BEIS and the IPO. It is subject to and complements:
 - Legal and regulatory requirements;
 - [Managing Public Money](#)¹ and,
 - Other instructions/rules issued to Government departments from time to time by the Cabinet Office and HM Treasury.
- 1.3. Significant variations to this document shall be cleared with HM Treasury as appropriate. Copies of the document and any subsequent revisions will be published and placed in the libraries of the Houses of Parliament and made available to the public on the IPO website. An electronic version is available on gov.uk.

¹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/454191/Managing_Public_Money_AA_v2_-jan15.pdf

Purpose of the IPO

- 1.4. The IPO is an Executive Agency of BEIS and a Trading Fund that has been set up in order to support the strategic aims and business plan of BEIS. The IPO, whose legal title is “The Patent Office”, is responsible for helping UK creativity and innovation through implementing the national framework governing intellectual property rights (IPRs) and for promoting the UK’s interests in the development of the international IPR system.
- 1.5. The system is based on community and international law as well as domestic legislation governed by the Patents Act 1977, the Copyright, Designs and Patents Act 1988, the Trade Marks Act 1994 and associated legislation.
- 1.6. The IPO has the following specific responsibilities for development and administration of domestic and international law:
 - The grant of patents for inventions;
 - The registration of trade marks;
 - The registration of designs;
 - The maintenance of rights granted or registered, including patents granted by the European Patent Office under the European Patent Convention (EPC) and covering the United Kingdom;
 - Acting as the point of entry for UK companies and individuals to the EPC and the Patent Cooperation Treaty where transnational protection is sought;
 - Acting as a point of entry for UK companies and individuals for any international systems, such as Madrid Protocol (Trade Marks in other jurisdictions) and the Hague Agreement (designs in other jurisdictions);
 - Formulating advice on, and implementing, UK Intellectual Property (IP) policy which includes the IP rights of patents, trade marks, designs and copyright;
 - Providing UK input into the development of international legislation whether through International Treaties or bilateral negotiations;
 - Developing a better understanding of the role IP plays in the UK economy, providing evidenced-based advice to business on managing and exploiting their intellectual property both at home and abroad;

- Raising understanding of and respect for IP amongst school pupils, future entrepreneurs, business and consumers; and,
- Raising awareness of the issues surrounding IP crime, developing policy in relation to enforcement of all forms of IP, and providing a focal point for the gathering and sharing among enforcement agencies of IP crime related intelligence.

Scotland, Wales and Northern Ireland

- 1.7. The IPO will comply with the requirements of the Memorandum of Understanding and overarching Concordats between the Government and the Devolved Administrations as published in Command Paper Cm 4444 and subsequent revisions.

International representation

- 1.8. The IPO supports helping to achieve a balanced international framework and is a member and critical friend of the UN World Intellectual Property Organisation (WIPO), and is a member of the European Patent Office (EPO).
- 1.9. As part of the EPO Admin Council, the IPO has influence over the day to day running of the organisation, and a financial responsibility to ensure efficient operation of the organisation.

Operating Model

- 1.10. The IPO operates as a Trading Fund under the powers established in the Government Trading Funds Act 1973, as amended by the Government Trading Act 1990.
- 1.11. The IPO obtains income almost entirely from activities where a fee is payable in accordance with statute. As required by HM Treasury, the overall level of income received from fees and charges is intended to cover the full costs of the services being provided, including an appropriate return on capital employed. These costs are specified by applicable Orders under section 102 of the Finance (No. 2) Act 1987. Fees and charges are calculated in accordance with *Managing Public Money*. The IPO seeks approval by HM Treasury and Parliament as necessary for changes to fees and charges.
- 1.12. The IPO may develop commercial services in accordance with *Managing Public Money*.

Relationship with other bodies

- 1.13. The relationship between BEIS and other bodies which are administered or supported by the IPO, such as the Copyright Tribunal and, the Police Intellectual Property Crime Unit will be described in separate agreements.

Partnership principles between BEIS and the IPO

- 1.14. BEIS and the IPO will have an open and honest, trust-based partnership supported by the principles set out in the *Partnerships between Departments and ALBs: Code of Good Practice*².
- 1.15. The BEIS IPO sponsorship team within the Industrial Strategy, Science and Innovation Group (“the sponsorship team”) are the team accountable for the overall relationship between BEIS and the IPO. BEIS and the IPO will work in partnership based on clear accountability, mutual understanding of strategic aims and objectives, and recognising the unique capabilities each organisation brings to add greater collective value. As such, both parties will commit to:
- Working together with clear designation of roles between organisations, without duplication of effort;
 - Keeping each other informed of any significant issues and concerns as part of maintaining open and honest communication and dialogue, in particular, when addressing issues or emerging risks;
 - Maintaining a focus on what is needed to deliver policy outcomes;
 - Supporting and challenging each other on developing policy and practice;
 - Ensuring proportionate oversight at a departmental and internal level, tailored to reflect different levels of risk in the IPO’s activities; and,
 - Using their best endeavour to resolve issues and respond to requests as quickly as possible.

2 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/594345/Partnerships_between_departments_and_arm_s_length_bodies-code_of_good_practice.pdf The **four principles** are **purpose** (partnerships work well when the purpose, objectives and roles are mutually understood), **assurance** (partnerships work well when departments adopt a proportionate approach to assurance and share a mutual understanding of risk), **value** (partnerships work well when departments and ALBs share skills and experience to enhance their impact and deliver more effectively), **engagement** (partnerships work well when relationships are open, honest, constructive and based on trust).

BEIS commitments to the IPO

1.16. The Industrial Strategy, Science and Innovation Group in BEIS is responsible for the sponsorship, overall relationship and departmental governance framework for the IPO and will:

- Provide strategic input to the IPO as appropriate;
- Inform the IPO of relevant government policy and guidance in a timely manner;
- Engage closely with the IPO on wider policy developments and cross-government priorities impacting on and/or impacted by the work of the IPO;
- Liaise regularly with the IPO officials to monitor and review the IPO's performance against targets and plans, and to act on any significant problems within the IPO, whether financial or otherwise, in a timely fashion;
- Advise the Secretary of State on how well the IPO is achieving its objectives and whether it is delivering value for money;
- Advise the Secretary of State on appointments to the IPO Steering Board;
- Be sufficiently well informed about the IPO to be able to offer advice on any issue for which the Secretary of State and/or Permanent Secretary may be responsible to Parliament; and,
- Be aware of when the IPO activities constitute novel, contentious or repercussive arrangements under Managing Public Money rules, or exceed the IPO's delegated authority to ensure approval from BEIS, and in certain circumstances also from HMT via BEIS, is sought.

Governance and accountability

Ministerial responsibility

- 2.1. The Secretary of State for BEIS is the Minister with formal responsibility for the IPO. Day-to-day ministerial oversight and the formal business ownership role are generally delegated to the Minister of State for Science, Research and Innovation ("the Minister").
- 2.2. The Secretary of State and the Minister are answerable to Parliament for all matters relating to the IPO and hold Ministerial policy responsibility for the IPO and the legislation it operates under. The Minister has powers to intervene in the IPO's operations if justified by public or parliamentary concerns.

2.3. The Minister has a number of responsibilities in relation to the IPO. These include:

- Appointment of the Comptroller General of Patents, Designs and trade marks³;
- Appointment of the Chair and 4 to 6 Non-Executive Directors;
- Setting and reviewing top-level objectives which balance the government's shareholder, financial, and policy interests in the IPO;
- Approving the Corporate Plan which is revised annually;
- Defining the policy and finance framework within which the Chief Executive is to operate;
- Being satisfied that the Steering Board is working effectively to fulfil their responsibilities; and,
- Answering IPO Parliamentary Questions and correspondence that UK Ministers receive from members of the UK Parliament and devolved Parliaments/Assemblies (following usual BEIS clearance procedures).

2.4. The Minister will meet the Chief Executive as and when needed to discuss the IPO's performance and outlook.

Principal Accounting Officer

3.1. The BEIS Permanent Secretary is the Principal Accounting Officer (PAO).

3.2. H M Treasury has designated the Chief Executive as the IPO's Accounting Officer (AO).

3.3. The respective responsibilities of the PAO and AO are set out in Chapter 3 of *Managing Public Money* which is sent separately to the AO on appointment. The PAO is liable to be summoned before the Public Accounts Committee (PAC) to answer any questions relating to the discharge of their responsibilities. In relation to IPO matters, the AO will be required to accompany the PAO.

³ Section 63(1) of the Patents and Designs Act 1907 (<http://www.legislation.gov.uk/ukpga/Edw7/7/29/section/63>) says : "There shall continue to be a comptroller-general of patents, designs, and trademarks, and [the Secretary of State] may, subject to the approval of the [Minister for the Civil Service], appoint the comptroller, and so many examiners and other officers and clerks, with such designations and duties as [the Secretary of State] think fit, and may remove any of those officers and clerks."

3.4. The PAO is responsible for advising the Minister:

- On an appropriate framework of objectives and targets for the IPO in the light of the department's wider strategic aims and priorities;
- How well the IPO is achieving its strategic objectives and whether it is delivering value for money.

3.5. The PAO does not have responsibility or involvement in the day to day operations of the IPO; in this regard, the PAO delegates the oversight of this to the sponsorship team as the primary contact for the IPO. In supporting the PAO on his or her responsibilities toward the IPO, the sponsorship team are responsible for ensuring that within IPO there are adequate financial systems, procedures and governance arrangements to manage risks effectively and promote a high standard of financial management and propriety. This includes:

- Monitoring the IPO activities;
- Addressing significant problems in the IPO, making such interventions as are judged necessary;
- Periodically carrying out an assessment of the risks both to the Department and the IPO's objectives and activities;
- Informing the IPO of relevant government policy in a timely manner; and,
- Bringing concerns about the activities of the IPO to the IPO Steering Board, and, as appropriate to the departmental board requiring explanations and assurances that appropriate action has been taken.

Responsibilities of the IPO Chief Executive as Accounting Officer

General

- 4.1. The Chief Executive as Accounting Officer (AO) is personally responsible for safeguarding the public funds for which he or she has 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 IPO. In addition, he or she should ensure that the IPO as a whole is run on the basis of the standards, in terms of governance, decision-making and financial management, set out in *Managing Public Money*⁴ and any general guidance issued by relevant central Government Departments (including Treasury and the Cabinet Office, as this applies to a Trading Fund).
- 4.2. The Chief Executive is a member of the Senior Civil Service and appointed as such.
- 4.3. The Chief Executive is appointed by HM Treasury as the AO for the Trading Fund.
- 4.4. The Chief Executive is also appointed by the Secretary of State as the Comptroller-General of Patents, Designs and Trademarks, subject to the approval of the Minister for the Civil Service⁵.

Responsibilities for accounting to Parliament

- 4.5. The Chief Executive leads and manages the IPO in order to ensure delivery of its objectives and targets and, in particular, the successful implementation of an agreed Corporate Plan.
- 4.6. The Parliamentary responsibilities of the Chief Executive 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 Secretary of State;
 - 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 IPO are established and made widely known within the IPO;

4 <https://www.gov.uk/government/publications/managing-public-money>

5 <http://www.legislation.gov.uk/ukpga/Edw7/7/29/section/63>

- Acting in accordance with the terms of *Managing Public Money* and other instructions and guidance issued from time to time by the Department, the Treasury and the Cabinet Office;
- Giving evidence, normally with the PAO, when summoned before the PAC on the IPO's stewardship of public funds; and,
- Directly answering Parliamentary Questions of a general nature that seek information on all partner bodies as well as correspondence received directly from members of the UK Parliament and devolved Parliaments/Assemblies.

Responsibilities to the IPO Steering Board

4.7. The Chief Executive is responsible for:

- Advising the Steering Board on the discharge of the IPO Steering Board's responsibilities as set out in this document and in any other relevant instructions or guidance that may be issued from time to time, with support from BEIS;
- Seeking advice and guidance on the Corporate Plan, annual budget and KPIs and advising the Steering Board on the IPO's performance against these KPIs;
- Developing, together with the Chair and the other members of the Steering Board, the strategy for the IPO, for agreement with the Minister;
- Ensuring that financial considerations are taken fully into account by the Steering Board at all stages in reaching and executing its decisions, and that financial appraisal techniques are followed;
- Reporting to the Steering Board on business strategy, risk, performance against objectives, major business proposals and business decisions and to seek guidance or endorsement (as appropriate) for significant decisions within the framework set out in the delegation letter from BEIS to the Chief Executive ("the Delegation Letter"); and,
- Taking action, as set out in paragraph 3.8.6 of *Managing Public Money*, if the Steering Board or its Chair is contemplating advising 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.

Responsibilities to BEIS

4.8. The responsibilities of the Chief Executive to BEIS are to:

- Establish, in agreement with BEIS, the Corporate Plan, annual budget and KPIs in the light of the Department's wider strategic aims and agreed priorities;
- Inform the Department of progress in helping to achieve the Department's policy objectives and demonstrate how resources are being used to achieve those objectives;
- Provide timely forecasts and monitoring information on performance and finance to BEIS, ensuring that BEIS is notified promptly if over or underspends are likely and that corrective action is taken; and,
- Notify to BEIS any significant problems, financial or otherwise in a timely fashion.

Other responsibilities

4.9. The other responsibilities of the Chief Executive are to:

- Ensure that all expenditure the Chief Executive incurs in respect of the funded operations are to be paid out of the Trading Fund taking one year with another, and pay each year a dividend equal to at least the required rate of return on average capital employed, unless otherwise agreed in advance;
- Achieve any further financial objectives determined by the Minister, with Treasury concurrence;
- Establish and maintain general capital and other reserves in the accounts of the Trading Fund, and may pay into the Consolidated Fund any amount standing in the reserves of the trading fund that at any time appear to be surplus to the foreseeable requirements of the funded operations;
- Invest, if the Chief Executive wishes, money not immediately required in such Government securities as the Treasury may approve; and,
- Determine, in agreement with HM Treasury, the amount and timing of any payment out of the Trading Fund into the Consolidated Fund in respect of staff pensions and associated administrative expenses.

IPO Steering Board

5.1. The main role of the IPO Steering Board is to support, constructively challenge and provide leadership to the Executive Board, including the Accounting Officer (AO), by providing strategic advice and guidance on the operation and development of the IPO. The Steering Board does this by contributing its expertise on the governance, strategy, performance, finance, targets and reputation of the IPO. The Steering Board is expected to assure itself of the effectiveness of the internal control and risk management systems. The Steering Board is specifically responsible for:

- Advising on key activities for the IPO to undertake to meet its strategic objectives, consistent with its overall strategic direction and within the policy and resources framework determined by the Secretary of State;
- Ensuring that the Minister is kept informed of any changes which are likely to impact on the strategic direction of the IPO or on the attainability of its targets, and determining the steps needed to deal with such changes;
- Ensuring that any statutory or administrative requirements for the use of public funds are complied with;
- Ensuring that the Steering Board receives and reviews regular financial information concerning the management of the IPO; reviews performance to agreed targets and delivery of the agreed Corporate Plan; is informed in a timely manner about any concerns about the activities of the IPO; and provides positive assurance to BEIS that appropriate action has been taken on such concerns;
- Advising on the IPO's values and how its obligations to BEIS and all its stakeholders (including customers, employees and other Government departments) are understood and met; and
- Demonstrating high standards of corporate governance at all times, including by using the independent Audit and Risk Committee to help the Steering Board to address key financial and other risks.

5.2. Strategy and financial matters on which the Steering Board provides advice and guidance are:

- The IPO's long-term aim and objectives;
- The IPO's annual Corporate Plan;
- The IPO's annual budget and KPIs, including reviewing performance against them;

- The Annual Report and Accounts and associated documentation;
- Review of significant risks borne by the IPO;
- Extension of the IPO's activities into new business areas;
- Cessation of the IPO's activities in any existing business areas;
- Significant changes in accounting policies and practices; and
- Developing other major business strategies, plans or proposals in support of the approved Corporate Plan.

5.3. The issues for the Executive Board and senior executive on which the Steering Board provides advice and guidance are:

- Major changes to the IPO's corporate structure;
- Major changes to the IPO's management and control structure;
- Major changes to the agreed division of responsibilities between the Steering Board and the Chief Executive;
- Succession planning to the Steering Board and the Executive Board;
- Press releases concerning matters determined by the Steering Board;
- Terms of reference for Steering Board subcommittees;
- Reports from the Steering Board subcommittees;
- Rigorous annual reviews of the performance of the Steering Board, Steering Board committees and individual Steering Board members;
- Overall governance arrangements for the IPO, including audit, risk and internal controls;
- Matters of public interest which could affect the IPO's reputation including health and safety, environmental, communications and fraud;
- Register of interests declared by members of the Steering Board; and,
- Material litigation.

Chair of the Steering Board

- 6.1. The Chair is responsible to the Minister for leading the Steering Board and ensuring it is effective in discharging its role. The Chair's responsibilities specific to the requirements of the IPO are set out in his or her agreed terms and conditions when newly appointed and may be periodically further defined in the letters from the BEIS Permanent Secretary and/or Minister.
- 6.2. The BEIS Director-General of Industrial Strategy, Science and Innovation has overall accountability for ensuring the Chair's performance is appraised annually to provide assurance to Ministers that the Chair's responsibilities are being carried out effectively.
- 6.3. The Chair has the following leadership responsibilities:
- Formulating the Steering Board's strategy;
 - Ensuring that the Steering Board acts in line with the best practice set out in *Corporate governance in central government departments: code of good practice*;
 - Ensuring that the Steering Board, in reaching conclusions, takes proper account of guidance provided by the responsible Minister or the Department;
 - Promoting the efficient and effective use of staff and other resources within the IPO;
 - Delivering high standards of regularity and propriety;
 - Representing the views of the Steering Board to the general public.
 - Monitoring the delivery of the Corporate Plan and other objectives as may be agreed from time to time by the Minister;
 - Being satisfied that the Steering Board works effectively in providing appropriate oversight and governance of the strategy, plans and performance of the IPO;
 - Receiving from the Chief Executive and, where relevant, other executives, reports on the performance of the IPO to enable monitoring of performance;
 - Advising the Minister, as appropriate via the policy sponsorship team, on any material issues impacting the IPO;
 - Contributing to the development of relationships with all stakeholders; and,

- Acting as a source of advice and support to the Chief Executive.

6.4. The Chair also has an obligation to ensure that:

- The work of the Steering Board and its members is reviewed and working effectively, with annual reviews for NEDs and annual reviews of Steering Board effectiveness, including by an independent reviewer every three years;
- the Steering Board has a balance of skills appropriate to directing the IPO's business, as set out in the *Corporate governance in central government departments: code of good practice*;
- Steering Board members are fully briefed on terms of appointment, duties, rights and responsibilities;
- he or she, together with the other Steering Board members, receives appropriate training on financial management and reporting requirements and on any difference that may exist between private and public sector practice;
- the responsible Minister is advised of the IPO's needs when Steering Board vacancies arise;
- he or she assesses the performance of individual Steering Board members when they are considered for re-appointment;
- there is a Steering Board Operating Framework in place setting out the role and responsibilities of the Steering Board consistent with the *Corporate governance in central government departments: code of good practice*; and
- there is a code of practice for Steering Board members in place, consistent with the Cabinet Office *Code of Conduct for Board Members of Public Bodies*.⁶

Individual Steering Board members' responsibilities

6.5. Individual Steering Board members should:

- Comply at all times with the *Code of conduct for board members of public bodies* and with the rules relating to the use of public funds and to conflicts of interest;
- 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 interest or those of connected persons or organisations;
- Comply with the Steering Board's rules on the acceptance of gifts and hospitality, and of business appointments; and,
- Act in good faith and in the best interests of the IPO.

The BEIS Representative

6.6. The BEIS Representative shall be a BEIS Senior Civil Servant and will be represented by an alternate in the event that they are unable to fulfil their role. The BEIS Representative will:

- Liaise with the IPO sponsorship team and provide advice to the Minister in relation to the IPO's performance and any matters reserved to BEIS or the Minister;
- Provide advice to the Steering Board to ensure that they have all the necessary information concerning HM Government objectives insofar as they may impact or relate to the IPO; and,
- Where the BEIS Representative receives information, he or she shall be authorised to share this information with the sponsorship team, Minister and the PAO; or, other than in his or her capacity as the BEIS Representative and where that information is subject to a duty of confidentiality, shall not be obliged to disclose the information to the IPO.

Role of the sponsorship team and engagement between BEIS and IPO

- 7.1. The sponsorship team will maintain a close working relationship with their counterparts in the IPO on both routine and policy matters. The Deputy Director, who heads this team, is the primary contact for the discharge of responsibilities of the IPO. The Deputy Director and his/her team also support the PAO on their responsibilities towards the IPO.
- 7.2. The sponsorship team will ensure that there are effective and efficient departmental processes and systems to support key governance activities. This includes implementing a BEIS-wide policy to establish four named sponsors:
 - A Ministerial Champion – providing ministerial oversight and support for key priorities. This will be the Minister responsible for this policy area;
 - A Policy Champion – accountable for the overall relationship; [identified as the Director-General for the BEIS Industrial Strategy, Science and Innovation Group];
 - A departmental Sponsor – undertaking the day-to-day relationship management;
 - A Corporate Governance Business Partner – providing business partnership support to the sponsorship team and IPO on governance-related issues.
- 7.3. The role of the sponsorship team is to provide specialist advice to Ministers and officials across Government on a wide range of business ownership or sponsorship issues. This includes:
 - Advising Ministers on the strategic direction of the IPO in the context of wider departmental or cross-governmental objectives;
 - Agreeing a framework for strategic performance management and reviewing financial performance against plans and achievements against targets;
 - Advising Ministers on their response to strategic performance information;
 - Advising the Chief Executive on steering the IPO's activities to ensure that they most effectively support the delivery of departmental objectives; and
 - Ensuring that the IPO has the delegations and authorities necessary for effective delivery and continuous improvement;
 - Informing the IPO of relevant government policy and guidance in a timely manner; and,

- Engaging closely with the IPO on wider policy developments and cross-government priorities impacting on, or affected by, the work of the IPO.

7.4. In addition, meetings will take place between the Minister and the Chair and Chief Executive as required. Meetings will take place between the responsible Director-General and the Chief Executive at least every six months. Lines of engagement will also be maintained between the IPO and their counterparts within BEIS on a regular basis.

Policy and financial framework

8.1. The IPO will prepare a Corporate Plan that will cover strategic issues. The plan shall reflect the IPO's statutory and other duties and the priorities set from time to time by the Minister. It will also take into account wider government priorities as agreed via bilateral relationships.

8.2. The Corporate Plan will:

- State the IPO's key financial and non-financial strategic objectives and associated key performance targets and the strategy for achieving those objectives;
- Consider alternative scenarios and an assessment of the risk factors that may significantly affect the execution of the plan but cannot be accurately forecast;
- Identify key investment projects and/or programmes, new activities or other decisions that will deliver the strategy and targets;
- Provide forecasts of anticipated resource needs, including staff;
- Set proposed capital expenditure requirements; and
- Set out a comprehensive financial analysis and projections across the reporting period, including key underlying assumptions.

8.3. The Corporate Plan will be approved by the Minister. This will be reviewed during the year by the Steering Board and, if there are significant changes, by the Minister. The Corporate Plan will be published on the Gov.uk website.

Annual budget and KPIs

- 8.4. A range of performance targets will be monitored by the Executive Board and by the Steering Board. The Annual Budget and KPIs will be reviewed and set each year by the Executive Board in line with the Corporate Plan and in agreement with BEIS. This will cover the same topics as the Corporate Plan but for the coming year, amplified if required. Performance measures will be designed to deliver the IPO's strategic objectives. The relevance of these measures will be reviewed regularly, and new measures introduced as appropriate to reflect the changing business and government environment. These measures will be cascaded through the IPO as appropriate.
- 8.5. The Minister will be informed of the Annual Budget and KPIs.

Annual report and accounts

- 9.1. The IPO will publish an annual report of its activities together with its audited accounts after the end of each financial year. The IPO shall provide the Department its finalised (audited) accounts by an agreed date each year in order for the accounts to be consolidated within the BEIS accounts.
- 9.2. The Chief Executive, as Accounting Officer (AO), will sign the statement of accounts for each financial year, which are to be transmitted to the Comptroller and Auditor General (C&AG) within an agreed timetable for audit and certification.
- 9.3. The annual report must:
- Cover any corporate, subsidiary or joint ventures under its control;
 - Meet the accounting principles and disclosure requirements which are relevant to Trading Funds in the Treasury's *Financial Reporting Manual*; and,
 - Outline main activities and performance during the previous financial year and summarise forward plans.
- 9.4. Information on performance against key financial targets is within the scope of the audit and should be included in the notes to the accounts. The report and accounts shall be laid in Parliament and published including, but not limited to, on the Gov. uk website. A draft of the report should be submitted to BEIS 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 FReM.

Retained Earnings

- 9.5. As soon as possible after the end of the financial year, the IPO will calculate its net operating surplus/deficit after deduction of interest charges. This surplus may be retained in the business or paid as dividends in proportions to be approved by BEIS.
- 9.6. The IPO may reinvest retained earnings in the business in line with the Corporate Plan, subject to the delegations within the Delegations Letter issued to the Chief Executive periodically by BEIS.

Internal audit

10.1. The IPO will:

- Establish and maintain arrangements for internal audit in accordance with the Treasury's *Public Sector Internal Audit Standards*;⁷
- Ensure the Chair of the Audit and Risk Committee and the Chief Executive are satisfied with the competence and qualifications of the Head of Internal Audit;
- Set up an audit committee of its Steering Board in accordance with the *Code of Good Practice for Corporate Governance* and the *Audit and Risk Assurance Committee Handbook*;⁸
- Ensure the BEIS IPO sponsorship team, through membership of the Audit and Risk Committee, receives copies of the audit strategy, periodic audit plans and internal audit reports, including the Head of Internal Audit opinion on risk management, control and governance as soon as possible after they are approved within the IPO;
- Keep records of, and prepare and forward to BEIS, an annual report on fraud and theft suffered by the IPO; and notify BEIS of any unusual or major incidents as soon as possible.

10.2. The internal audit service has a right of access to all documents, including where the service is contracted out.

⁷ <https://www.gov.uk/government/publications/public-sector-internal-audit-standards>

⁸ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/512760/PU1934_Audit_committee_handbook.pdf

External audit

- 10.3. In accordance with section 4(5)(b) of the Government Trading Funds Act 1973, the Comptroller and Auditor General (C&AG) is the external auditor.
- 10.4. In the event that the IPO has set up and controls subsidiary companies, they will ensure that C&AG is appointed auditor of those subsidiaries that it controls and/or whose accounts are consolidated into its own accounts.
- 10.5. The C&AG:
- will consult BEIS and the IPO on whom – the National Audit Office (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 IPO;
 - will share with the sponsor 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 BEIS's responsibilities in relation to financial systems within the IPO; and,
 - will, where asked, provide departments and other relevant bodies with Regulatory Compliance Reports and other similar reports which departments may request at the commencement of the audit and which are compatible with the independent auditor's role.

Right of access

- 10.6. The Department has the right of access to all IPO records and personnel for any purpose including, for example, sponsorship audits and operational investigations.

Management and financial responsibilities

Managing Public Money and other government-wide corporate guidance and instructions

- 11.1. The IPO is to conduct its affairs within the approved Corporate Plan; the Patents Act 1977; the Copyright, Designs and Patents Act 1988; the Trade Marks Act 1994 and associated legislation; and the Government Trading Funds Act 1973. It is also bound by policies and standards which are general across government and by those specific to Trading Funds.
- 11.2. Unless agreed by the Department and, as necessary, HM Treasury, the IPO shall follow the principles, rules, guidance and advice in Managing Public Money, referring any difficulties or potential bids for exceptions to the BEIS IPO sponsorship team in the first instance. A list of guidance and instructions with which the IPO should comply is in the Appendix. Any changes to the financial structure of the Trading Fund will be discussed and agreed with HM Treasury.
- 11.3. The IPO will follow Cabinet Office guidance given to all government departments, Executive Agencies and Trading Funds. However, specific exemptions may be sought, where appropriate, to allow effective delivery of the IPO Corporate Plan.
- 11.4. The IPO has Crown status and as such material produced by its employees is subject to Crown copyright protection under Section 163 of the Copyright, Designs and Patents Act 1988. The Chief Executive of the IPO has a Delegation of Authority from the Keeper of Public Records to license the re-use of material the IPO originates.
- 11.5. Once the budget has been approved by BEIS and subject to any restrictions imposed by statute, the responsible Minister's instructions and/or this document, the IPO shall have authority to incur expenditure approved in the budget without further reference to BEIS, on the following conditions:
 - The IPO shall comply with its delegations which should not be altered without prior agreement of BEIS;
 - The IPO shall comply with Managing Public Money 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 not previously agreed; and,
 - The IPO shall provide BEIS with such information about its operations, performance, individual projects or expenditure as the Department may reasonably require.

Capital Structure

- 12.1. The net assets of the IPO Trading Fund at vesting day, 31 October 1991, were financed by a combination of loans and Public Dividend Capital. With the concurrence of BEIS and the Chief Secretary to the Treasury, the IPO has established and maintained general capital and other reserves.
- 12.2. The IPO should, with the sponsorship team, periodically review its capital structure and funding requirements as part of the general business planning process.

Loan Funding

- 12.3. The sole provider of loans to the IPO is BEIS. BEIS will set the terms on advice from HM Treasury. All loans are subject to the presentation of a timely and compelling business case built around the high-level business objectives set out in the Corporate Plan. Business cases will be subject to scrutiny by BEIS.
- 12.4. For the purposes of this framework document, the definition of loans excludes the normal operation of routine banking arrangements which may give rise to unplanned short-term liabilities. These may include, but are not limited to, BACS payment facilities, daylight facilities, bank guarantees and indemnities, daily settlement limits and foreign exchange transactions.

Assets

- 12.5. The IPO will retain, maintain and renew only the assets it needs for its business and will dispose of any surplus land, buildings, plant and equipment to achieve economy in its operations. Any proposals to alter significantly the assets held by the IPO will be considered during the business planning process and endorsed by the IPO Steering Board. Appraisals for all major investments will be undertaken in accordance with HM Treasury guidance.
- 12.6. The assets appropriated to the Trading Fund are shown in The Patent Office Trading Fund Order 1991. Changes in these assets or their valuations are indicated in the Annual Report and Accounts and in the IPO Corporate Plan. Ownership of the assets appropriated to the IPO remains vested in the BEIS Secretary of State.

Capital Investment

- 12.7. The IPO capital investment programme is approved by the Executive Board with guidance from the Steering Board. The profile is set out in the Corporate Plan. Approval of the investment programme authorises assumptions on which the IPO is entitled to plan. Decisions on individual investments in the programme require specific approval under the framework described in this document.

Subordinate Companies and Joint Ventures

- 12.8. The IPO Steering Board must satisfy itself as to the rigour and overall effectiveness of the governance arrangements for any companies administered by the IPO on behalf of the Secretary of State for BEIS and any Joint Ventures or other enterprises in which the IPO may have a formal financial interest. Initiation of any new business enterprise will require approval from BEIS.

Corporate Governance

Steering Board appointments – the Chair and Steering Board members

- 13.1. Individual Non-Executive Steering Board members shall normally be appointed by the Minister for a period of three years. Such appointments will comply with the Commissioners for Public Appointments Code of Practice for Ministerial Appointments for Public Bodies.⁹ Evidence of satisfactory performance reviews is required for BEIS Ministers to consider public appointees to be reappointed for another term in office.

Composition of the Steering Board

- 13.2. In line with the government's Code of good Practice (<https://www.gov.uk/government/publications/corporate-governance-code-for-central-government-departments>), the Steering Board will consist of a Chair, together with an appropriate number of executive and non-executive members.
- 13.3. The size and broad composition of the Steering Board will be agreed by BEIS in consultation with the Chair and the Chief Executive. The Chair is to ensure that there is an appropriate balance of the necessary skills and experience, and between executives and non-executives. In line with best practice it is expected that this will be split broadly equally between Executive and Non-Executive Directors (NEDs). As a minimum the Steering Board will comprise:
- Non-Executive Chair;
 - Chief Executive;
 - Deputy Chief Executive;
 - other Executive Director(s) as required and agreed by the Chair;

- 4-6 external NEDs, appointed by Ministers with an appropriate mix of skills and experience. The role of the NEDs is to provide independent scrutiny, expert advice, and constructive challenge to support the executive members in their role; and,
 - a senior BEIS official attending in a non-executive capacity, representing the Secretary of State.
- 13.4. The Board has one subcommittee, chaired by a NED. This is the Audit and Risk Committee.

Risk management

- 14.1. The IPO 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 maintain a risk management strategy in accordance with Treasury guidance *Management of risks: Principles and Concepts (The Orange Book)*.¹⁰ It should adopt and implement policies and practices to safeguard itself against fraud and theft, in line with the [Treasury's guidance on tackling fraud](#).¹¹ The IPO should also take all reasonable steps to appraise the financial standing of any firm or other body with which it intends to enter into a contract.
- 14.2. The Board and the Audit and Risk Committee will review the risk management strategy. In particular, they will assess the adequacy of the internal controls operating within all key processes in relation to risk identification, assessment, response and monitoring.
- 14.3. The IPO will ensure processes are in place to ensure it is cognisant of risks that it is exposed to and which it exposes others to, and that these risks are captured, escalated and communicated speedily and effectively. The IPO will establish processes to monitor and report to BEIS, according to a schedule agreed with the sponsorship team. This will include major projects identified and agreed with BEIS and major risks, including operational, financial and reputational risks.

¹⁰ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/220647/orange_book.pdf

¹¹ http://webarchive.nationalarchives.gov.uk/20130102192905/http://www.hm-treasury.gov.uk/d/managing_the_risk_fraud_guide_for_managers.pdf.pdf

- 14.4. As part of its approach to risk management and information assurance, the IPO should meet the mandatory security outcomes described in the Cabinet Office's Security Policy Framework and, as part of this, ensure the robustness of its cyber security to protect itself against data breaches, service disruption, loss and reputational damage. The level of provision should be proportionate to the IPO's size and the level of risk it carries in terms of cyber vulnerability. A range of relevant Government advice and guidance can be found on [gov.uk](https://www.gov.uk). As a minimum, the IPO should take steps to ensure it has basic cyber security controls in place. These should be at least at the level set out in the [Cyber Essentials scheme](#).

Delegated authorities

- 15.1. The IPO's delegated authorities are set out in the Delegation Letter sent from BEIS to the Chief Executive of the IPO and updated periodically. This sets out the circumstances in which the Chief Executive is required to seek approval from BEIS, which may in turn require HM Treasury approval. The IPO shall obtain prior written approval from BEIS before:
- entering into any undertaking to incur expenditure outside of delegations set out in the Delegation Letter;
 - incurring expenditure for anything that is or might be considered novel or contentious, or which could have significant future cost implications;
 - making a change of policy or practice which has wider financial implications or could be repercussive or significantly affect future levels of resources required; or
 - carrying out policies against the principles, rules, guidance, and advice in Managing Public Money.

Staff

Broad responsibilities for staff

- 16.1. Within the arrangements approved by the responsible Minister, the IPO has responsibility for the recruitment, retention and motivation of its staff. The broad responsibilities towards 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 on grounds of gender, marital status, sexual orientation, race, colour, ethnic or national origin, religion, disability, social background or age;
 - 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 the IPO 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 the IPO's objectives;
 - proper consultation with staff takes place on key issues affecting them;
 - adequate grievance and disciplinary procedures are in place;
 - whistle-blowing procedures consistent with the Public Interest Disclosure Act are in place; and,
 - a code of conduct for staff is in place based on the Cabinet Office's *Model Code*.¹²

12 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/80082/PublicBodiesGuide2006_5_public_body_staffv2_0.pdf

Pay and conditions of service

- 16.2. IPO staff are civil servants employed on terms and conditions consistent with the rules and principles set out in the *Civil Service Management Code*¹³ and the provisions of the Civil Service Pension Scheme.
- 16.3. The Chief Executive is also a civil servant and, within this framework, is responsible for the appointment of staff and for determining their tenure and other conditions of appointment. The Chief Executive is responsible for the personnel review arrangements and the pay and grading of all staff. This includes the ability to make promotions, to deal with inefficiency, disciplinary and grievance matters and for determining pay and grading as well as operating a performance related pay scheme. The personnel responsibilities delegated to the Chief Executive are set out in Appendix 1. In carrying out these responsibilities, the Chief Executive will seek the approval of the Cabinet Office or Treasury as appropriate.
- 16.4. Senior executive appointments and pay levels will be agreed by the Chief Executive in consultation with BEIS. BEIS will require assurance that appropriate departmental guidance is being followed to seek approval for remuneration proposals to comply with departmental remuneration processes and the latest public sector pay policy and guidance, including:
- [Senior pay and reward](#)¹⁴
 - [Civil Service pay](#)¹⁵
 - [Public Sector pay and terms](#)¹⁶
- 16.5. The IPO's staff below SCS level (this is all IPO staff up to and including span D1 and IPO Senior Civil Service analogue grades) are subject to levels of remuneration and terms and conditions of service (including pensions) within the constraints of the agreed pay remit. For the Senior Civil Service, the Chief Executive's responsibility is exercised within the broad framework set out by the Cabinet Office, but excludes those matters where responsibility remains with the Cabinet Office.
- 16.6. Where civil service terms and conditions of service apply to the rates of pay and non-pay allowances paid to 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.

13 <https://www.gov.uk/government/publications/civil-servants-terms-and-conditions>

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

15 <https://www.gov.uk/government/publications/civil-service-pay-guidance-2017-to-2018/civil-service-pay-guidance-2017-to-2018>.

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

- 16.7. Staff terms and conditions should be set out in an Employee Handbook (which may be comprised of documents available electronically to all employees) and should be available to BEIS.
- 16.8. There will be full consultation with staff and their representatives, including the recognised Trade Union, on any changes that affect terms and conditions of appointment with a view to reaching agreement on matters related to pay and conditions.
- 16.9. The travel expenses of Steering Board members shall be tied to the rates allowed to staff of the IPO. Reasonable actual costs shall be reimbursed.

Conduct and Discipline

- 16.10. The Chief Executive will have full powers in matters relating to the conduct and discipline of all employees, except as BEIS may direct. The full range of disciplinary sanctions will be at the Chief Executive's disposal, including dismissal, loss of pay and posting. A system of grievance and appeals procedures will be available to staff, including the right of appeal to the Chief Executive and to the Civil Service Appeals Board.

Pensions, redundancy and compensation

- 16.11. The IPO staff shall normally be eligible for a pension provided by the Civil Service Pension Scheme arrangements. The IPO will comply with the provisions in the Pensions Act 2008 and other relevant legislation, and automatically enrol eligible employees into a pension arrangement.
- 16.12. Any proposal by the IPO to move from the existing pension arrangements, or to pay any redundancy or compensation for loss of office, requires the prior approval of BEIS, and any exit payments must be made in line with the Civil Service Compensation Scheme. Proposals on severance must comply with the rules in chapter 4 of *Managing Public Money*.

Dispute Resolution

- 17.1. In the event that the Chief Executive believes that a decision taken by the Chair or the Steering Board will cause a conflict with his responsibilities as statutory office holder or Accounting Officer (AO), the Chief Executive will seek to remedy this in discussion first with the Chair and/or the Board and then through the Permanent Secretary in BEIS and Treasury. If it proves impossible to resolve the conflict, the Chief Executive will invite the Minister to issue an Accounting Officer Direction.
- 17.2. Disputes between BEIS and the IPO will in first instance be discussed between the relevant parties to reach a resolution, with the Framework Document used as a reference point. If this fails, then queries should be escalated to the relevant Directors in the IPO and BEIS. A resolution should be agreed upon in a timely manner and to minimise as far as possible disruption to on-going projects or operations. If it proves impossible, then it will be escalated to the Chief Executive of the IPO and the Director-General or Permanent Secretary in BEIS, and ultimately for the Minister to arbitrate.


Review of the Framework Document

Review arrangements


18.1. This framework document will be reviewed at intervals of not more than three years, or when it is necessary to do so, and particularly if changes are sought by the Steering Board in the light of experience of the IPO's operation or changes in circumstances.

Publication

18.2. Copies of this framework document and any subsequent revisions will be published and placed in libraries of the Houses of Parliament. An electronic version is available on gov.uk.

Signed by 

On behalf of the Secretary of State for Business, Energy and Industrial Strategy.

Signed by Tim Moss, Chief Executive and Comptroller General 

On behalf of the IPO.

Appendix 1: The Intellectual Property Office (IPO) Personnel Delegations

- Personnel management of IPO staff up to and including Span D1 and IPO Senior Civil Service analogue grades;
- Recruitment and starting pay;
- Limited period and casual appointments;
- Promotion arrangements;
- Pay;
- Grading;
- Staff appraisal procedures;
- Conduct;
- Discipline;
- Unsatisfactory performance and attendance;
- Dismissal;
- Appeals;
- Re-deployment of staff within and between Departments;
- Holidays, hours of work and attendance;

- Creation of posts at grades up to and including Span D1 and IPO Senior Civil Service analogue grades in accordance with the Office's guidance on its approved grading structure;
- Equal opportunities;
- Training and Development;
- Travel and Subsistence expenses; and
- Third party claims.

Appendix 2: Compliance with public sector guidance

The IPO shall comply with the following general legislation, 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, www.gov.uk/government/publications/corporate-governance-code-for-central-government-departments-2017
- Code of conduct for Board members of Public Bodies, www.gov.uk/government/publications/board-members-of-public-bodies-code-of-conduct
- Code of practice for partnerships between Departments and Arm's Length Bodies, www.gov.uk/government/publications/partnerships-with-arms-length-bodies-code-of-good-practice

Financial Management and Reporting

- Managing Public Money (MPM), www.gov.uk/government/publications/managing-public-money
- Fees and Charges Guide, Chapter 6 of Managing Public Money, www.gov.uk/government/publications/managing-public-money
- Departmental Banking: A Manual for Government Departments, annex 5.6 of Managing Public Money, www.gov.uk/government/publications/managing-public-money
- Government Financial Reporting Manual (FReM) – updated annually, www.gov.uk/government/collections/government-financial-reporting-manual-frem

- Relevant Dear Accounting Officer (DAO) letters, www.gov.uk/government/collections/dao-letters
- Regularity, Propriety and Value for Money, www.gov.uk/government/publications/accounting-officers-appointed-by-hm-treasury-july-2013;
- Other 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 Authority of the Accounting Officer, issued by BEIS.

Management of Risk

- Management of Risk, www.gov.uk/government/publications/orange-book and 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
- Guidance on audit, risk assurance and fraud (see links at bottom of webpage), www.gov.uk/government/publications/accounting-officers-appointed-by-hm-treasury-july-2013
- HM Treasury approval processes for Major Projects above delegated limits, www.gov.uk/government/publications/treasury-approvals-process-for-programmes-and-projects
- The Government cyber-security strategy and cyber security guidance, www.gov.uk/government/publications/national-cyber-security-strategy-2016-to-2021 and www.gov.uk/government/collections/cyber-security-guidance-for-business

Commercial Management

- Government procurement policy and Cabinet Office spending controls will normally apply unless exemptions have been formally agreed.
- Procurement Policy Notes, www.gov.uk/government/collections/procurement-policy-notes
- Cabinet Office spending controls, www.gov.uk/government/publications/cabinet-office-controls;

- Transparency in supply chains - a practical guide, www.gov.uk/government/publications/transparency-in-supply-chains-a-practical-guide
- 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, 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
- Civil Service pay guidance (updated annually), www.gov.uk/government/collections/civil-service-pay-guidance
- Public sector pay and terms, www.gov.uk/government/publications/public-sector-pay-and-terms-guidance-note
- Whistleblowing Guidance and Code of Practice, 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);

- Specific instructions and guidance issued to Partner Organisations by BEIS;
- Recommendations made by the Public Accounts Committee, or by other Parliamentary authority, that have been accepted by the Government and are relevant to the IPO.

The IPO should also be mindful of the following wider public policy priorities and initiatives which are relevant and/or helpful to public bodies in the BEIS Group:

- 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), www.gov.uk/government/publications/a-brilliant-civil-service-becoming-the-uks-most-inclusive-employer
- The Government response to the Taylor review on modern working practices (published by BEIS), www.gov.uk/government/publications/government-response-to-the-taylor-review-of-modern-working-practices
- 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 www.statisticsauthority.gov.uk/code-of-practice/
- Production of Accounting Officer System Statements (AOSS are produced by departments with input from Partner Organisations) www.gov.uk/government/publications/accounting-officer-system-statements

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