



HM Prison &
Probation Service

HM Prison and Probation Service framework document

Her Majesty's Prison and Probation Service framework document

April 2017



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1 Introduction

1.1

Her Majesty's Prison and Probation Service ("The Agency") is an executive agency of the Ministry of Justice (MoJ).

1.2

The Agency has responsibility, on behalf of the Secretary of State for Justice ("the Secretary of State"), for delivering the orders of the courts by providing for England and Wales public sector prison, probation and youth custody services, managing the provision of private sector prison, probation and youth justice services, providing information to victims and for ensuring the whole system is lined-up and focussed on reforming the men, women and young people we work with¹.

1.3

This framework document sets out the arrangements for the governance, accountability, financing, staffing and operation of the Agency, agreed between the Secretary of State and the Chief Executive of the Agency ('the Chief Executive'), and approved by the Chief Secretary to the Treasury.

1.4

The MoJ is implementing a functional leadership model to join-up and share professional, corporate services across the department. This framework document reflects that model.

1.5

This framework document will be reviewed formally every three years under arrangements agreed between the Secretary of State and the Chief Executive, but can be reviewed at any other time if they so wish.

1.6

Any amendments to this framework document must be agreed by the Secretary of State and the Chief Executive, and by Her Majesty's Treasury (HMT).

¹ The principal statutes for Prisons and Probation are the Prison Act 1952, Criminal Justice and Court Services Act 2000, Criminal Justice Act 2003, Offender Management Act 2007 and the Offender Rehabilitation Act 2014. The Prison and Courts Bill is being debated by parliament and once law will form one of the key statutes for prisons.

1.7

Any departure from the provision of this Framework Document must be agreed in writing on a case-by-case basis between the Secretary of State, or delegate, and the Chief Executive, and a HMT Minister if appropriate.

1.8

Copies of this framework document and any subsequent amendments will be placed in the libraries of both Houses of Parliament. Copies will be available on the department's website.

1.9

Any questions concerning the interpretation of this framework document will be resolved, if possible, by agreement between the Chief Executive and the Permanent Secretary of the Department and, in default of agreement, will be referred for decision to the Secretary of State.

2 Aims and objectives

2.1

The Agency's role is to deliver and manage world class prison, probation and youth justice services. The Agency has full responsibility for operations across prison, probation and youth custody. It has a clear and dedicated focus on reforming offenders and protecting the public while ensuring best value for money from public resources. It works to do this by strengthening the frontline, empowering those who work closely with the men, women and young people in custody and the community to focus on delivering better outcomes and by having clear lines for accountability for delivery.

2.2

The Agency will work collaboratively with providers and partners to deliver a system that maintains the highest levels of public protection, keeps prisons safe and secure, supports the people it works with to reform and reduces reoffending.

2.3

The Agency will:

- manage public sector prisons
- manage the National Probation Service
- manage public sector youth custody
- liaise with the Welsh government on devolved matters (especially health and education) to ensure effective delivery of services in Wales
- performance manage our private/third sector providers delivery of custodial probation services including Private Sector Prisons, Private Sector Youth Custody and Community Rehabilitation Companies
- deliver and manage central system-wide operational support services (such as incident management, prison industries and improving safety and security practice)

3 Roles, responsibilities, governance and ministerial responsibilities

3.1

The Secretary of State will account for the Agency's business in Parliament.

Permanent Secretary

3.2

The Permanent Secretary is the Departmental Sponsor of the Agency.

3.3

The Permanent Secretary advises the Secretary of State on how well the Agency is performing in achieving its strategic objectives and whether it is delivering value for money.

3.4

The Permanent Secretary's responsibilities include:

- endorsing the Agency business plan before it is submitted to the Secretary of State; and
- ensuring the Agency conforms to departmental policy and has the resources, delegations and authorities necessary to deliver the services it is commissioned to do so.

3.5

The Permanent Secretary is also the Principal Accounting Officer (PAO) of the department. The PAO is accountable to Parliament for the public funds delegated to the Chief Executive of the Agency. The PAO also advises the Secretary of State on:

Commissioning

3.6

The department, on behalf of the Secretary of State, has lead responsibility for the commissioning cycle and commissioning national prison, probation and youth services from the Agency. They will work to deliver the cycle in partnership with the Agency.

Across prisons, probation and youth custody, the department has responsibility for:

- **Setting standards:** this includes setting performance standards for the delivery of specific outcomes; defining policy requirements/frameworks; and making sure delivery reflects any changes to Ministerial or departmental strategy/priorities.
- **Commissioning frameworks for local delivery:** this involves establishing frameworks to enable local commissioning in areas such as education or co-commissioning with health.
- **Agreeing the funding formula and targets:** the department is accountable for setting the performance level and, in collaboration with MoJ finance, the strategic funding formula which generates indicative local prison and probation budgets. The Agency are responsible for detailed allocations to delivery units and for financial management.
- **Advising ministers in cases of serious performance failure:** the department will recommend whether a formal performance intervention is required. The recommendation will take full account of the operational judgment of the Agency on both the necessity of invoking this action and its likely impact.

The Agency has responsibility for:

- **Monitoring and managing performance:** the Agency will have structures in place for monitoring and addressing overall performance. Governors will be accountable through the management line for the performance of their prison(s). Privately managed prisons will continue to be contract managed by the Agency. Performance information will be shared with commissioners so that they can assess deliver against what has been commissioned.

There is joint responsibility for:

- **Evaluating and improving the system:** the commissioners will do this to adjust how they set the commissioned outcomes in future years and the Agency to evaluate how practice can be adjusted to improve delivery of outcomes.

The Chief Executive

3.7

The chief executive is appointed by the permanent secretary of the department, using the usual civil service recruitment processes, and is accountable through the permanent secretary to the secretary of state for performance of the Agency. The chief executive's remuneration will be agreed in accordance with the performance and reward arrangements for members of the senior civil service.

3.8

The chief executive is responsible for the leadership of the Agency and its day to day management.

3.9

The chief executive's responsibilities include ensuring:

- efficient and cost-effective management of the Agency
- effective leadership of the staff of the Agency
- the preparation of the Agency's strategy and business plans
- the development of structures which assign responsibilities and in such a way that the Agency can effectively ensure the frontline are empowered to deliver but that there are clear lines of accountability through the management line
- robust financial planning and a full understanding of the costs of the Agency's activities
- the Agency and the providers it manages comply fully with all relevant legislative and corporate governance requirements
- recommendations addressed to the Agency in reports from the Committee of Public Accounts, Justice Select Committee or National Audit Office are responded to, addressed and acted upon in a timely manner. This includes recommendations made to the Agency in management letters attached to the audit completion report from its external auditors

3.10

The chief executive will advise the Secretary of State on matters relating to the delivery of custodial and community services including the operation of prisons, probation and youth custody services. The chief executive will retain a standing right of access to the relevant minister. Any urgent matters or difficulties arising in the relationships or responsibilities between the department and the Agency will be escalated, as appropriate, for discussion between the permanent secretary and the chief executive.

3.11

The chief executive will consult the Secretary of State and the permanent secretary, and regularly share information, on the handling and management of operational matters with particular focus on those that could give rise to substantial public, ministerial, Parliamentary or media concern.

3.12

The chief executive is designated as Agency Accounting Officer (AO) by the principal accounting officer of the department and is accountable to that person and to Parliament for those responsibilities.

3.13

As AO, the chief executive's responsibilities to Parliament include:

- signing the accounts and ensuring they are prepared according to the requirements set out in this document
- signing a statement of accounting officer's responsibilities and a governance statement for inclusion in the Agency annual report and accounts.

3.14

The designation and closure of prisons is the responsibility of the Secretary of State under the Prison Act 1952 and will be delegated to the chief executive.

3.15

The chief executive is responsible for certifying that the operational prison estate is fit for purpose.

The Agency board

3.16

The Agency board will be independently chaired. Terms of reference and membership will be approved by the Permanent Secretary. Non-Executive Directors will be appointed by the permanent secretary, in consultation with the Secretary of State and the chief executive following the normal rules of public appointments.

3.17

The Agency board will provide support and advice to the chief executive regarding strategic direction of the Agency. The day to day management will be the responsibility of an executive committee and the Agency board will receive reports as appropriate.

3.18

The board's responsibilities include:

- agreeing the vision and strategy of the Agency and aligning the values of the Agency with those of the Civil Service code (Integrity, Honesty, Objectivity and Impartiality)
- agreeing appropriate governance and internal controls; including processes to ensure sound financial management and good value for money
- agreeing processes to manage financial and performance risks
- supporting the executive team to deliver operations

Relationship with the Department and other bodies

3.19

The department develops strategic policies under the direction of ministers. Those developing policy in the department will consult the chief executive or appropriate director on the operational and financial impact of strategic policy changes that may affect the operation and delivery of services directly managed or contracted by the Agency. Similarly, the chief executive will consult with the department on operational decisions with implications for the wider strategic objectives of the department or that may impact upon public confidence in the Agency.

3.20

It is the responsibility of the chief executive to implement the strategic policy set by the department in the most effective manner.

3.21

The Agency will work collaboratively and openly with all bodies, including other government departments, that have an interest in its work and with which the Agency can engage to deliver an efficient and effective service that reforms the people it works with and protects the public.

Regulation

3.22

The Agency will report on progress against agreed objectives to the departmental board which is chaired by the Secretary of State.

3.23

The Agency will comply with best practice guidance and relevant reports of the Cabinet Office, as well as the National Audit Office when working with the department to commission and compete activities. This is to ensure transparent commissioning decisions, competitive neutrality between providers from all sectors and the even-handed application of comparative cost and performance benchmarks.

3.24

The Secretary of State receives reports from Her Majesty's Chief Inspector of Prisons on their independent inspections of prison establishments and from Her Majesty's Chief Inspector of Probation on their independent inspections of offender management. The Chief Executive will act in accordance with the protocol for the handling of the Chief Inspectors' reports.

3.25

The Secretary of State will appoint an Independent Monitoring Board (IMB) for every prison establishment. Each IMB will provide an independent assessment as to the humane and just treatment of those held in custody and the range and adequacy of the programmes preparing them for release. The Secretary of State receives an annual report from each IMB and the designated minister will respond to such reports after taking advice from the chief executive.

3.26

The Secretary of State also appoints a Prisons and Probation Ombudsman (PPO) to consider complaints from people the Agency works with either in custody or the community once internal procedures have been exhausted. The Secretary of State receives an annual report from the PPO which the Secretary of State must lay before Parliament. The PPO also has a standing commission to investigate and report on any death of a prisoner or a resident of any approved premises. The chief executive will respond to recommendations from the PPO.

4 Accountability to Parliament

Parliamentary select committees

4.1

The chief executive and the permanent secretary or their delegates may be asked to appear before the Committee of Public Accounts concerning their respective accounting officer responsibilities.

4.2

Invitations received from other parliamentary committees relating to the Agency will be considered by the chief executive who will consult and advise the permanent secretary as appropriate.

Parliamentary commissioner for administration

4.3

The Agency is subject to the jurisdiction of the Parliamentary Commissioner for Administration (PCA).

4.4

The permanent secretary is the principal officer of the Ministry of Justice for the purposes of PCA referrals, but will normally delegate responsibility for handling any matters concerning custodial and community services to the chief executive.

Parliamentary questions and Parliamentary correspondence

4.5

The chief executive will advise ministers as required in respect of Parliamentary questions and Parliamentary correspondence addressed to ministers on those operational matters which are the responsibility of the Agency. Parliamentary questions and this correspondence will be signed-off in line with the department's clearance processes. The Chief Executive and other Agency staff may also respond direct to correspondence addressed to the Agency from an MP or peer on matters concerning delivery of prison, probation and youth custody services.

5 Finance, performance and reports

The department's requirements

5.1

Unless otherwise agreed by the department and, as necessary, HM Treasury, the Agency shall follow the principles, rules, guidance and advice in managing public money.

5.2

In particular, the Agency shall comply with the requirements placed on the department by HMT and Cabinet Office spending controls as though they were addressed directly to it.

Budgeting procedures

5.3

Each year, in light of decisions by the department on the updated annual business plan and commissioning round, the department will send to the Agency:

- a formal statement of the annual budgetary provision allocated by the department and of any forecast income approved by the department. This budget allocation will set out the Agency's net expenditure limits within: resource Departmental Expenditure Limits (DEL) (split by administration and programme); Capital DEL; and Resource Annually Managed Expenditure (AME)
- a limit will also be set on cash spend
- a statement of any planned change in policies affecting the Agency

Funding allocation to the Agency

5.4

The gross spending of the Agency is funded by:

- (i) delegated budget (net of income) from the department
- (ii) allowable income from other commissioners
- (iii) allowable income from sources other than commissioning

5.5

The department will provide an annual budget allocation to the Agency in line with agreed outcomes and levels of service. Where possible the department will also provide provisional budget allocations for future years to inform forward planning.

5.6

The permanent secretary will, through consultation, reach agreement with the chief executive in respect of the allocation and on any significant in-year adjustments to the Agency allocation. The chief executive will present any in-year changes in the Agency budget to the board.

5.7

The chief executive may put forward proposals to the permanent secretary to seek additional funding above the financial allocation in exceptional circumstances.

5.8

At every stage of the allocation process the department and the Agency staff will act openly and transparently, ensuring that the chief executive and the permanent secretary are fully apprised of all aspects of the plans for allocation, both prior to and after allocation by HMT to the department.

5.9

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

5.10

There will be, as the department reasonably requires, reviews on in-year spending and forecasting held between the chief executive of the Agency and the department's director general responsible for finance. This will include options to agree additional funding above the financial allocation where levels of demand or new pressures on the Agency require it

Financial management

5.11

The Agency has responsibility for financial and management accounting and will provide information on its expenditure and its income to the department and to HMT at such times, and in such manner, as is reasonably required.

5.12

The Agency will also share information with its delivery partners where appropriate. financial management services will be provided to the Agency through the department's functional services model, described in section 8.

Financial delegations

5.13

The Principal Accounting Officer (PAO) of the department will delegate responsibility for all financial matters relating to the delivery of prison, probation and youth custody services in writing to the chief executive.

5.14

The Agency will operate within the limits confirmed in the written delegations and authorities for spend, which will be reviewed at least annually and set out in a formal delegations letter. The Agency's delegated thresholds and financial transaction limits are set out in the prevailing budget allocation letter and its annexes. The Agency shall obtain the department's written approval before exceeding or varying any of the delegations or financial transaction limits.

5.15

The chief executive is accountable for expenditure incurred within the Agency and for income it receives. The Agency shall comply with managing public money regarding novel, or contentious payments or repercussive proposals.

5.16

The chief executive, as the Agency AO, has the right to approve all items of expenditure, use receipts (subject to departmental guidance), write off losses and make special payments which are within the provision of this framework document and are consistent with the Agency strategic and business plans. This is subject to the financial delegations, controls and approval processes set by the department, HM Treasury and the Cabinet Office. All potential expenditure that is likely to exceed these limits should be referred to the department.

5.17

The chief executive has responsibility for ensuring that the Agency can account for its assets.

5.18

The Agency change programmes will have effective governance arrangements agreed by the chief executive and the department, through which expenditure on those programmes is managed.

Cash holding

5.19

The Agency will use the services of the Government Banking Service (GBS) for all banking requirements unless the service required is not provided by GBS.

General accounting rules

5.20

The Agency is subject to the rules and policies laid down by HMT in Managing Public Money, Consolidated Budgeting Guidance, the Corporate Governance Code, the Financial Reporting Manual and other accounting instructions that are issued from time to time.

5.21

The Agency shall submit timely quarterly accounts to the department, and comply with the department's year-end accounts consolidation timetable.

Transparency framework

5.22

The chief executive will work with the department and other government department officials to agree input and impact indicators, cost and the performance data for the Agency, which will be made available to ensure principles of transparency are met.

5.23

The chief executive will put in place and maintain appropriate management systems that hold all providers accountable for delivering outcomes within agreed resources.

Risk

5.24

The Agency will maintain a risk management process in accordance with the guidance in HMT Managing Public Money and Management of Risk – Principles and Concepts. It will also comply with other official guidance that may be issued from time to time, and which is consistent with the department's risk management policy, escalating risks as necessary.

5.25

The Agency will maintain robust contingency and business continuity plans and will review and test these on a regular basis.

Business plan, annual report and accounts

5.26

The Agency plans will be set within the context of the wider departmental corporate strategy and the transparency framework to deliver objectives and outcomes set by the Secretary of State. Reporting against business plans will be consistent with reporting in the rest of the department.

5.27

The chief executive is responsible for the development of the Agency's long term corporate plan and for ensuring that the Agency has integrated planning and performance arrangements in place. For some functions this may be delivered via the functional model on behalf of the Agency.

5.28

Within the strategic direction set by this plan, the detailed activities for the Agency will be published in an annual business plan.

5.29

Each annual business plan will be approved by the Secretary of State following endorsement by the Permanent Secretary.

5.30

The chief executive will prepare the annual report and accounts for the Agency, in accordance with the guidance and accounts direction set out by HMT and the Cabinet Office, to a timetable agreed with the department.

5.31

The annual report and accounts will be submitted to the Secretary of State following endorsement by the Agency's CEO and audited by the comptroller and auditor general of the NAO. The Agency annual report and accounts will also be consolidated into the departmental accounts.

5.32

The Secretary of State will lay the annual report and accounts in the House of Commons and House of Lords.

6 Staff working within HMPPS

6.1

The chief executive will have delegated responsibility to set terms and conditions of employment and procedures which will apply to the civil servants working within the Agency (other than Senior Civil Servant (SCS) grades).

6.2

The permanent secretary will give the chief executive the freedom to appoint to SCS pay band 1 but within a maximum number of SCS pay band 1 posts agreed each year. If additional posts are required above this limit, the permanent secretary's approval will be sought.

6.3

The chief executive will have delegated authority for pay bargaining for all Agency staff except Senior Civil Servants following HMT guidelines and requirements. The Agency will submit evidence to the Prison Service Pay Review Body (which is independent of government, HM Prison Service and trades unions) as applicable and implement pay changes in line with the government's response to the Prison Service Pay Review Body's recommendations.

6.4

The chief executive will ensure that the pay and grading arrangements best meet the needs of the Agency, within any constraints outlined by Cabinet Office and HMT and in alignment with the department's medium term reward strategy taking into account repercussive impacts on the wider department. The Public Sector Pay Committee will be consulted as appropriate.

6.5

The chief executive will ensure that the Agency will:

- maintain a workforce plan for prisons, probation and youth custody services which includes ensuring all providers and staff meet appropriate competency levels and standards
- have a working environment in which diversity is recognised and valued. It will also comply with the requirements placed on it by law. Equality and diversity policies will support business needs and objectives
- discharge all statutory health and safety requirements imposed on employers by relevant legislation and statutory bodies including health and safety, and fire safety requirements

6.6

The chief executive is responsible for ensuring that the necessary arrangements are in place for consultation with the trades unions at a national level and the appropriate local level and with other staff associations on issues affecting their membership.

7 Audit and assurance

Internal audit

7.1

The Chief Executive is responsible for making arrangements for the provision of internal audit services for the Agency in accordance with public sector internal audit standards and best practice set by HMT and the government Internal Audit Agency.

The Audit and Risk Committee

7.2

The Agency board will appoint an audit and risk committee as a sub-committee of the board, in accordance with standards and best practice set by HMT, to support the chief executive as agency accounting officer and advise on the Agency's corporate governance and risk and control systems.

7.3

The Audit and Risk Committee will be chaired by a non-executive director.

7.4

The chair of the Agency Audit and Risk Committee will ensure that effective arrangements for communication with the department's Audit and Risk Committee are maintained.

External audit

7.5

The comptroller and auditor general of the NAO audits and reports on the Agency annual report and accounts, giving an opinion on the truth, fairness and proper preparation of the accounts, on the regularity of the Agency's income and expenditure, and on consistency within the annual report.

7.6

The comptroller and auditor general sends copies of all management letters and correspondence relating to those letters to the Agency director of finance and analysis, who draws issues of significance to the attention of the Agency board. The Agency board will escalate issues of particular importance to the department.

7.7

The comptroller and auditor general of the NAO has access to the Agency books and records under the National Audit Act 1983, for the purposes of carrying out examinations into the economy, efficiency and effectiveness with which the Agency has used its resources and discharged its functions.

8 Provision of corporate services

8.1

The Agency will support the department's implementation a functional leadership model to join up corporate and professional services across the department. The scope of functional leadership covers:

- analytical services
- commercial
- communications
- digital
- estates
- finance
- human resources
- shared services

Functional leaders will provide a clearly defined set of services provided by the department to the Agency. Where necessary, service levels will be agreed and recorded, and feedback will form an important part of the way functions are held to account.

Where expectations are not met, the chief executive and the department's relevant functional lead will discuss and agree action.

The Agency receives legal services from the Government Legal Department.

8.2

When there is a significant change to the way services are delivered or provided that affects this framework document then the Secretary of State and the chief executive will be consulted, and this framework document will be updated.

Estates

8.3

The Agency will be responsible for developing its estates requirements to meet the needs of the population and to deliver in line with ministerial priorities.

8.4

The department will provide facilities for the Agency's headquarters from within its corporate estate.

8.5

The Agency is responsible for managing the capacity of the estate against the demands it needs to meet.

8.6

The Agency will be responsible for minor capital works and routine maintenance of the prison estate within the parameters of the funding provided by the department as part of the overall financial allocation. The department is responsible for major capital works.

8.7

The Agency and the department will work in partnership regarding the use of the prison and probation estate and will collaborate with other agencies in achieving the best use of resources and delivering services that meet the needs of the justice system and predicted demand levels.

Communications

8.8

The department will set its wider communication strategy and the Agency will formulate its communications strategy in line with this.

8.9

Within this wider strategy, the chief executive will be responsible for communications issued to Agency staff, providers and stakeholders. This internal communications service will be provided through the department's functional model.

8.10

Media requirements and news handling will be managed by the department's press office, with appropriate delegations to the chief executive in line with devolved responsibility.

8.11

Agency branding will be consistent and integrated with the department's guidelines.

Finance

8.12

Finance policy and procedures are set by the department and augmented by the Agency in detailed manuals and guidance documents that are business specific.

8.13

Finance services will be provided to the Agency through the department's functional model, and will deliver financial control and financial planning and management.

8.14

The director of finance allocated to HMPPS will sit as a full member of the Agency board.

Human Resources

8.15

The Agency shall operate within the MoJ HR operating model and people strategy including delivery of services centrally across government by Civil Service Human Resources.

8.16

An HR function will remain in the Agency to deliver key business-specific services including employee relations (within the MoJ medium term employee relations strategy), organisation development and change management, HR business partnering to frontline services and operational training.

Shared Services Connect Limited

8.17

The department will obtain a range of services to support the finance, human resources and procurement functions through the department's contract with Shared Services Connected Ltd. These services will be defined within the contract which will be managed by the MoJ Shared Services Client and Contract Management Function. The Agency will be represented on the shared services governance bodies.

Digital

8.18

Provision of ICT infrastructure, security, and live service support will be provided by the department as part of the functional management model. The Agency will be responsible, working in conjunction with the department, for delivering ICT transformation programmes.

8.19

The director for digital will sit as a full member of the Agency board

Commercial

8.20

Commercial policy, standards, and controls, are retained by the MoJ and all commercial activities outside of performance management on contracts are provided under the functional model.

8.21

Commercial policy and procedures are set by the Government Commercial Function and the department's chief commercial officer. The department is responsible for assuring the government commercial function that we are operating in line with their policies.

8.22

The department will commission prison, probation and youth custody services. The Agency will retain performance management of certain contracted services including contractually managed prisons, Community Rehabilitation Companies, privately managed youth custody and other critical frontline contracted services. Performance information will be shared with commissioners so that they can use this information as part of the commissioning cycle.

Analytical services

8.23

Analytical services will be provided to the Agency under the functional leadership model. A lead analyst for the Agency will attend the Agency board and be accountable for producing the necessary performance reports to enable the Agency to successfully deliver.

8.24

The Agency will develop and maintain a management information strategy which reflects the department's management information strategy. The Agency will be accountable for delivering this strategy, including being responsible for the accuracy and timeliness of data recording on operational and other critical IT systems.

Security and information assurance

8.25

The Agency is required to comply with government and departmental standards for the management of security and information risk, and reports on its compliance as necessary.

Freedom of information and data protection

8.26

The Agency will carry out its obligations under the Freedom of Information Act, the Data Protection Act and the Environmental Information Regulations, including ensuring requests are handled in line with agreed departmental processes. The Agency will respond to requests on matters related to the operational delivery of our services. This will be carried out with assistance from the department's data access and compliance unit.

Taxation

8.27

Taxation policy, advice and related services will be provided by the department.

Legal services

8.28

The Government Legal Department (GLD) provides advisory, commercial and employment legal services to the Agency on its activities and the litigation division of GLD handles Agency litigation. On occasions the Agency may engage external legal services in accordance with established processes.

Annex – compliance with government-wide corporate guidance and instructions

The Agency shall comply with the rules and instructions contained in the following documents:

- Appropriate sections of [Corporate Governance in Central Government Departments: Code of Good Practice](#) and 'guidance' published alongside the code
- Managing Public Money (MPM)
- [Government Internal Audit Standards](#)
- [Government Financial Reporting Manual \(FReM\)](#)
- relevant 'Dear Accounting Officer' letters
- [Regularity, propriety and value for money](#)
- Consolidation Officer Memorandum, and relevant DCO letters
- relevant Freedom of Information act, guidance and instructions (Ministry of Justice)
- other relevant guidance and instructions issued by Her Majesty's Treasury in respect of whole of government accounts
- other relevant instruction and guidance issued by the central departments
- specific instructions and guidance issued by the department
- recommendations made by the Public Accounts Committee, or by other Parliamentary authority that have been accepted by the government and relevant to the agency

The agency shall refer to the following documents for general guidance:

- [Management of Risk: The Orange Book – Principles and Concepts](#)
- Managing the Risk of Fraud: Tackling Internal Fraud
- the Parliamentary and Health Service Ombudsman's Principles of Good Administration

