

The Pension Protection Fund

FRAMEWORK DOCUMENT

Effective from August 2019

FRAMEWORK DOCUMENT 2019

This framework document has been drawn up by the Department for Work and Pensions (DWP) in conjunction with the Board of the Pension Protection Fund (the Board). This document summarises the broad framework within which the Board operates. The document does not convey any legal powers or responsibilities and does not in any way limit the functions of and powers granted to the Board by the Pensions Act 2004 (the "Act"), as amended, and associated legislation made under the Act (the legislation).

The DWP will respect the operational independence of the Board and its independent statutory status. The Board shall, to the extent it is consistent with its statutory status and its obligations under the Act, have due regard to the principles, rules and advice contained in guidance documents referred to in this Framework Document. Nothing in this document requires or permits the Board to act or refrain from acting in a manner inconsistent with the Act and its statutory duties and powers.

Copies of the document and any subsequent amendments have been placed in the Libraries of both Houses of Parliament and made available to members of the public on the PPF website.

1 Purpose of the Board

1.1 Under the Pensions Act 2004, the Board has been set up to ensure that members of underfunded defined benefit pension schemes where the sponsoring employer became insolvent after 5 April 2005 receive a minimum level of income upon retirement.

1.2 Its main statutory duties are to:

- hold, manage and apply the Pension Protection Fund (PPF) and the Fraud Compensation Fund (FCF);
- invest the assets of the PPF and FCF;
- impose levies on pension schemes eligible for PPF Protection;
- assume responsibility for schemes assessed to be underfunded after the insolvency of their sponsoring employer;
- pay compensation to eligible members; and
- act as a scheme manager for the Financial Assistance Scheme (FAS) which provides financial assistance to members of certain defined benefit pension schemes ineligible for compensation from the PPF.

The Board's operations are mainly funded by payments from the PPF under section 173(3). Some operations are funded through grant in aid under section 116 and for FAS through grant in aid under section 286(3)(e).

1.3 The Board's strategic direction shall be determined by the Board from time to time and reviewed as set out in section 119 of the Act

1.4 The Board's mission statement is to pay the right people the right amount at the right time.

Governance and accountability

2 The Board's legal powers and duties

2.1 The Board's powers and duties are contained in legislation and nothing in this Framework Document shall override those powers and duties or require or permit the Board to act in a manner contrary to those powers and duties.

3 Ministerial Responsibility

3.1 The Secretary of State for DWP or the responsible minister will account for business relating to the Board in Parliament.

4 DWP's Accounting Officer's specific accountabilities and responsibilities as Principal Accounting Officer (PAO)

4.1 The PAO of DWP has delegated authority from H M Treasury in respect of grant in aid funds paid to the Board. The Chief Executive of the Board acknowledges the Board's responsibilities in respect of the safeguarding of the public funds for which it has charge and for ensuring propriety, regularity, value for money and feasibility in the handling of those public funds. The responsibilities of PAO and the Board are set out in Chapter 3 of Managing Public Money.

4.2 The PAO is accountable to Parliament for the issue of any grant-in-aid to the Board. The PAO is also responsible for advising the responsible minister:

- on the appropriateness of the Board's objectives and targets in the light of the Board's statutory duties and DWP's responsibility to promote savings for retirement and ensure that saving for retirement pays;
- on an appropriate budget for the Board in light of its forecast workloads and DWP's overall public expenditure priorities; and
- how well the Board is achieving its strategic objectives and whether it is delivering value for money.

4.3 The PAO is also responsible for ensuring arrangements are in place to:

- monitor the Board's activities;
- address significant problems in the Board, making such interventions as are judged necessary;
- periodically carry out an assessment of the risks which impact both DWP's and the Board's objectives and activities;

- inform the Board of relevant Government policy in a timely manner.

4.4 The senior Departmental partner for the Board is the Director-General of Policy Group. The PPF Partnership Team is the primary contact for the Board. They are the main source of advice to the responsible minister on the discharge of his or her responsibilities in respect of the Board. They also support the PAO on his or her responsibilities to the Board.

Responsibilities of DWP

Duty to Consult

4.5 The Department will consult the Board on proposals to amend or create legislation that affects the Board. Such consultation will be on going during the process of policy formation, and shall include early involvement prior to the matter being either put to Ministers or made the subject of a consultation exercise. The Department will provide papers and give the Board a reasonable amount of time to consider papers and proposals and will give due regard to the comments or representations that the Board may make. The Department will, in timely fashion, consider and give due regard to suggestions for legislative amendments that the Board considers are essential or beneficial to the discharge of the Board's statutory functions.

4.6 There shall be a senior official at DWP responsible for the day-to-day-stewardship of the Board which shall include managing, in particular, decision making processes concerning new legislation, approval of the Board's strategic plan, requests for grant in aid, the structure of the PPF Administration Levy and for the Administration Levy rates that are imposed. DWP will give the Board reasonable notice of any information requests that it makes. It will give due regard to the availability of relevant data, administrative burden and cost of such requests.

5 Responsibilities of the PPF's Chief Executive

General

5.1 The Chief Executive acknowledges he is responsible for ensuring the safeguarding of the public funds for which the Board has charge and 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 Board. In addition, he acknowledges, subject always to the requirements of the Act, the standards, in terms of governance, decision-making and financial management, that are set out in Box 3.1 of *Managing Public Money*.

CEO's responsibilities for accounting to Parliament

5.2 The accountabilities include:

- signing the accounts and ensuring that proper records are kept relating to the accounts which shall be 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 Board are established and made widely known within the organisation;
- subject to the primacy of the Act, acting in accordance with the terms of this framework document, with due regard to *Managing Public Money* and as appropriate other instructions and guidance issued by DWP, the Treasury and the Cabinet Office; and
- giving evidence, normally with the PAO, when summoned before the Public Accounts Committee on the PPF's stewardship of public funds.

CEO's responsibilities to DWP

5.3 Particular responsibilities in relation to DWP include:

- establishing in discussion with DWP, the PPF's corporate and business plans in the light of DWP's wider strategic aims and agreed priorities;
- informing DWP of progress in helping to achieve DWP's policy objectives and performance objectives; and
- ensuring that for the purposes of quarterly review meetings forecasts and monitoring, information on performance and finance are provided to DWP in a timely fashion; that DWP is notified promptly if over or under spends in respect of grant in aid are likely and that, where appropriate, corrective action is taken; and that any significant problems, whether financial or otherwise which would detrimentally affect the Board's ability to meet its statutory duties or to have due regard to the duties specified in *Managing Public Money*, and whether detected by internal audit or by other means are notified to DWP in a timely fashion.

CEO's responsibilities in relation to the Board

5.4 The Chief Executive is responsible for:

- advising the Board on the discharge of its duties;
- advising the Board on the Board's performance compared with its aims and objectives.
- ensuring that financial considerations are taken fully into account by the Board at all stages in reaching and executing its decisions, and that financial appraisal techniques are followed; and
- taking action as set out in paragraph 3.8.6 of *Managing Public Money* if the Board, or its Chair, is contemplating a course of action involving a transaction which the Chief Executive considers would infringe the

requirements of propriety or regularity or does not represent prudent or economical administration, efficiency or effectiveness, is of questionable feasibility, or is unethical.

6 The Board

6.1 The Board should ensure that effective arrangements are in place to provide assurance on risk management, governance and internal control. The Board must maintain an Audit Committee chaired by an independent non-executive member to provide independent advice. The Board is expected to assure itself of the effectiveness of internal control and risk management systems.

6.2 The Board is specifically responsible for:

- establishing and taking forward the strategic direction of the Board consistent with its statutory functions and the resources that the Secretary of State makes available to the Board;
- ensuring that the responsible minister is kept informed of any changes which are likely to impact on the strategic direction of the Board or on the attainability of its targets, and determining the steps needed to deal with such changes;
- ensuring that any statutory requirements for the use of public funds are complied with (to the extent there is any conflict between statutory requirements, the Board shall be entitled to give the Act precedence); that the Board operates within the limits of its statutory authority and any delegated authority¹ agreed with DWP; and in accordance with any other conditions relating to the use of public funds which do not conflict with the Board's obligations under the Act; and that, in reaching decisions, the Board gives due regard to guidance issued by DWP, Cabinet Office and Her Majesty's Treasury;
- ensuring that it receives and reviews regular financial information concerning the management of the PPF; is informed in a timely manner about any concerns about the activities of the Board; and provides positive assurance to DWP that appropriate action has been taken on such concerns;
- demonstrating high standards of corporate governance at all times, including by using the independent audit committee to help the Board to address key financial and other risks; and
- appoint with the responsible minister's approval a Chief Executive as set out in Schedule 5 of the Act.

The Chair's personal responsibilities

6.3 The Chair is accountable to the responsible minister. Communications between the Board and the responsible minister should normally be through the

¹ See appendix 1

Chair. He is responsible for ensuring that the Board's policies and actions support its statutory functions and purpose and give due regard to DWP's wider strategic aims/objectives and that the Board's affairs are conducted with probity. Where appropriate wider Government policies and guidance should be clearly communicated and disseminated throughout the staff of the Board.

6.4 In addition, the Chair has the following leadership responsibilities:

- leading and facilitating the formulation of strategy by the Board;
- ensuring that the Board, to the extent it is consistent with its statutory duties, in reaching decisions, takes appropriate account of guidance provided by the responsible minister or DWP;
- promoting the efficient and effective use of staff and other resources;
- delivering high standards of regularity and propriety; and
- representing the views of the Board to the general public.

6.5 The Chair also has an obligation to ensure that:

- the work of the Board and its members is reviewed and are working effectively;
- the Board has a balance of skills appropriate to directing its business and diversity of background and perspectives, as set out in the *Government Code of Good Practice on Corporate Governance*;
- the Board members are fully briefed on terms of appointment, duties, rights and responsibilities;
- he, together with the other Board members, receives appropriate training on financial management and reporting requirements and on any differences that might exist between private and public sector practice;
- the responsible minister is advised of the Board's needs when Board vacancies arise;
- assesses the performance of individual Board members when being considered for re-appointment;
- there is a Board Operating Framework in place setting out the role and responsibilities of the Board, consistent with *the Government Code of Good Practice for Corporate Governance*; and
- there is a code of practice for the Board members in place consistent with the Cabinet Office *Code of Conduct for Board Members of Public Bodies*.

Individual Board members' responsibilities

6.6 Individual members of the Board 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 interests or those of connected persons or organisations;
- comply with the Board's rules on the acceptance of gifts and hospitality, and of business and external appointments; and
 - act in good faith and in the best interests of the Board.

7 Annual Report and Accounts

7.1 The Board must publish an annual report of its activities together with its audited accounts after the end of each financial year. The Board shall provide DWP its finalised (audited) accounts in accordance with the legislation.

7.2 The annual report must:

- cover any corporate, subsidiary or joint ventures under the Board's control;
- comply with the Treasury's *Financial Reporting Manual* (FRM); and
- outline main activities and performance during the previous financial year and set out in summary form forward plans.

7.3 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 annual report and accounts shall be laid in Parliament and made available on the Board's website, in accordance with the guidance in the FRM. A draft of the report should be submitted to DWP before the proposed publication date at such time as is agreed between the Board and DWP. The accounts should be prepared in accordance with the relevant statutes and specific accounts direction issued by DWP as well as the FRM. The Board shall consult DWP and agree a timetable for laying the accounts.

8 Internal audit

8.1 The Board shall:

- establish and maintain arrangements for internal audit that are appropriate to the Board's business, considering Treasury's Public Sector Internal Audit Standards (PSIAS)
<https://www.gov.uk/government/publications/public-sector-internal-audit-standards>; and
- keep records of fraud and theft suffered by the Board, and prepare and forward to DWP an annual report on fraud and theft notifying DWP of any unusual or major incidents as soon as possible.

9 External audit

9.1 The Comptroller & Auditor General (C&AG) as the Board's external auditor under the legislation will share with DWP information identified during the audit

process when the information impacts DWP's responsibilities in relation to the Board.

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

9.3 In the event that the PPF has set up and controls subsidiary companies, the Board will ensure that audit arrangements appropriate to the nature of the subsidiary and its jurisdiction are put in place.

Right of access

9.4 Subject always to ensuring compliance with data protection legislation and providing the Board with any assurances it requests as to the use, handling and security of any personal data, DWP has the right of access to all the Board records and personnel only for the purposes relevant to DWP's responsibilities under the legislation, *Managing Public Money*, or this Framework Document. DWP will give reasonable advance notice of any records it requires access to. In addition, DWP will discuss with the Board any matter giving rise to a right of access before exercising its right to do so.

10 Management and financial responsibilities

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

10.1 DWP and, as necessary, HM Treasury, acknowledge the statutory independence of the Board and the primacy of the Act, and further acknowledge that whilst the Board has agreed to have due regard to the principles, rules, guidance and advice in *Managing Public Money*, referring any difficulties or potential bids for exceptions to the DWP Partnership team in the first instance, that is always subordinate to its duties under the Act. A list of guidance and instructions is in Appendix 2.

10.2 Once the grant in aid budget has been approved, the Board shall have authority to incur expenditure approved in the budget from the grant in aid funds received without further reference to DWP, on the following conditions:

- the Board shall exercise its authority in a manner that is consistent with its statutory powers and duties;

- the Board shall comply with the delegations set out in Appendix 1. These delegations shall not be altered without the prior agreement of DWP;
- the Board 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 DWP approval where any proposed expenditure is outside the delegated limits or is for new schemes not previously agreed; and
- the Board shall provide DWP with such information about its operations, performance, individual projects or expenditure as DWP may reasonably require.

11 Corporate governance

Board Appointments - the Chair and Board members

11.1 Provisions for the membership of the PPF Board, the appointment of Board members, their tenure, remuneration and other associated matters are set out in the legislation. The PPF Chair is appointed by the responsible minister. Such appointments will comply with the Governance Code for Public Appointments which replaced the Commissioner for Public Appointments *Code of Practice for Ministerial Appointments to Public Bodies*.

Board Appointments – the Chief Executive

11.2 The Chief Executive is appointed by the Board, subject to the approval of the Secretary of State.

Composition of the PPF Board

11.3 The PPF Board will consist of a Chair, the Chief Executive and at least 5 other persons. There must be at least 2 executive members.

12 Risk management

12.1 The Board shall ensure that the risks that it faces are dealt with in an appropriate manner, in accordance with relevant aspects of best practice in corporate governance, and develop a risk management strategy which as a minimum complies in accordance with the Treasury Guidance *Management of Risk - Principles and Concepts*. http://www.hm-treasury.gov.uk/orange_book.htm and it may choose to go further than those standards in its approach to risk management.

12.2 It should adopt and implement policies and practices to safeguard itself against fraud and theft, which meet the minimum required by the Treasury's guidance on tackling fraud but may choose to adopt policies and practices which

go beyond that minimum.

<http://www.webarchive.nationalarchives.gov.uk/20130129110402/>

http://www.hm-treasury.gov.uk/d/managing_the_risk_fraud_guide_for_managers.pdf

12.3 It 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.

13 Strategic and business plans

13.1 On such dates as are agreed from time to time the Board shall share with the Partnership Team a draft of the strategic and business plan as determined by the Board covering three years ahead. The plan shall reflect the Board's statutory duties. The plan shall demonstrate how the Board contributes to the achievement of DWP's strategic aim to increase the confidence of pension scheme members in the security of their pension savings.

13.2 The business plan shall be updated to include key targets and milestones for the year immediately ahead and shall be linked to budgeting information so that resources allocated to achieve specific objectives can readily be identified by DWP. Subject to any commercial considerations, the corporate and business plans should be published by the Board on its website and separately be made available to staff.

14 Budgeting procedures

14.1 Each year the DWP will send to the Board, by a date agreed in advance, a formal statement of the annual budgetary provision for the grant in aid allocated by the DWP in light of the Board's forecast requirements, competing priorities across the DWP and of any forecast income approved by the DWP. The amount of grants in aid will be sufficient to enable the Board to fulfil its statutory duties including without limitation making all FAS assistance payments in full.

14.2 The approved annual business plan will take account both of approved funding provision for expenditure out of grant in aid and any forecast receipts, and will include a budget of estimated payments and receipts together with a profile of expected expenditure and of drawdown of grant in aid over the year. These elements will form part of the approved business plan for the year in question.

15 Grant-in-aid and any ring-fenced grants

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

15.2 The grant-in-aid will normally be paid in quarterly instalments (or at other frequencies agreed between DWP and the Board) on the basis of written applications showing evidence of need. The Board will comply with the general principle that there is no payment in advance of need. Cash balances accumulated during the course of the year from grant-in-aid or other Exchequer funds shall be kept to a minimum level consistent with the efficient operation of the PPF. Grant-in-aid not drawn down by the end of the financial year shall lapse. Subject to approval by Parliament of the relevant Estimates provision, where grant-in-aid is delayed to avoid excess cash balances at the year-end, DWP will make available in the next financial year any such grant-in-aid that is required to meet any liabilities at the year end, such as creditors.

15.3 In the event that DWP provides the Board with separate grants for specific ring-fenced purposes, it will issue the grant as and when the Board needs it on the basis of a written request and such grant shall be sufficient to meet that written request. The Board will provide evidence that the grant was used for the purposes authorised by DWP. The Board shall not have uncommitted grant funds in hand, nor carry grant funds over to another financial year.

16 Reporting performance to the DWP

16.1 The Board shall operate management, information and accounting systems that enable it to review in a timely and effective manner its financial and non-financial performance against the budgets and targets set out in the corporate and business plans. The Board shall inform DWP of any changes that make achievement of objectives more or less difficult. It shall report financial and non-financial performance, including performance in helping to deliver ministers' policies, and the achievement of key objectives regularly at quarterly meetings. DWP will take the opportunity to explain wider policy developments that might impact on the Board. The Board's performance shall be formally reviewed by the DWP from time to time. The responsible minister will meet the Chair and Chief Executive at least once a year.

Providing monitoring information to DWP

16.2 The Board shall provide DWP with information at agreed intervals that will enable the DWP satisfactorily to monitor:

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

The PPF/DWP working level liaison arrangements

16.3 Officials of the Partnership team and the Finance Business Partner in DWP will liaise regularly with officials of the Board to review financial performance against plans, achievement against targets and expenditure against its grant in aid allocation.

17 Prior approvals required

17.1 The Board shall seek DWP's prior approval, such approval to be provided reasonably promptly and not to be unreasonably withheld before:

- entering into any undertaking to incur any expenditure covered by grant in aid which is not provided for in the PPF's annual budget for grant in aid expenditure as approved by DWP;
- incurring expenditure from any grant in aid funds for any purpose that in the opinion of the Board is or might be considered novel or contentious, or which has or could have future cost implications;
- making any significant change in the scale of operation or funding of any initiative or particular scheme previously approved by DWP; or
- making any change of policy or practice which in the opinion of the Board has wider financial implications for any current or future grant in aid that might prove repercussive or which might significantly affect the future level of resources required, always having regard to the Board's independent status and its obligations to discharge its statutory functions.

18 Staff

Broad responsibilities for staff

18.1 Subject to the responsible minister's approval of the number of staff to be employed by the PPF, the Board will have responsibility for the recruitment, retention and motivation of its staff. The Board and the DWP shall agree the basis on which the number of staff is measured and approved. The Board will engage staff on key issues affecting its responsibilities. In the event that the Board has advised DWP of the need for an increased number of staff in excess of headcount, the DWP shall respond reasonably promptly to that request which for these purposes shall include any such steps to obtain ministerial approval, such approval not to be unreasonably withheld.

18.2 All of the Board's people management policies, processes and procedures will adhere to the strongly-held principles of fairness and open communication underpinned by a commitment to equality and diversity. Overall, the Board will continue to build and maintain a culture that values meritocracy, openness, fairness and transparency and that has a code of conduct and whistle blowing procedures are in place that are consistent with the Public Interest Disclosure

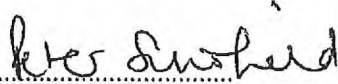
Act and a code of conduct for staff. The PPF Board and managers recognise that to manage diversity there is a need to value everyone as a unique individual.

18.3 The Board will continue to have robust procedures in place to monitor the effectiveness of all its people management activity, ensuring compliance with legislation and best practice and that all staff and managers are aware of their responsibilities. The Board will continue to have clear processes in place to change and correct the procedures and behaviours when things go wrong.

Staff costs

18.4 The Board shall ensure that the appointment of employees complies with its legislative requirements (including without limitation paragraph 13 of Schedule 5) and that the creation of any additional posts do not exceed the numbers approved by the Secretary of State. The DWP acknowledges that in the event the Board has advised it of a need for an increase to the number of staff approved by the Secretary of State, it shall deal with that request reasonably promptly.

18.5 The Board's staff shall be eligible for membership of the Principal Civil Service Pension Scheme (PCSPS).

Signed.....

Date.....21/8/19.....

(On behalf of DWP)

Signed.....

Date.....22/8/19.....

(On behalf of the Board)

APPENDIX 1

Delegated Powers

The delegated powers of the Board in respect of grant in aid under section 116 are set out below.

Subject to 10.2, the Board has authority to write off individual losses under £2,500 without prior consultation with DWP and within an overall limit of £10,000 in any financial year. The Board shall consult the DWP before writing off any amount that exceeds these limits. Losses are defined monies or items of monetary value which have been erroneously expended or removed in the normal course of business and are deemed irrecoverable. The requirement to consult does not apply to:

- investment losses in relation to the PPF or FCF;
- losses arising from the disposal of fixed assets that are disposed of through the normal course of business;
- losses from debts arising from the non-collection of levy payments;
- compensatory payments authorised by statute under the Board's statutory disputes processes (Chapter 6 of the Act), or ordered by a court or tribunal of competent jurisdiction; or
- settlement, on appropriate terms, of disputes arising in the ordinary course of the Board exercising its statutory powers and duties.

For the avoidance of doubt the requirement to consult does apply to losses arising from the theft or loss of fixed assets attributable to funds received under s116.

APPENDIX 2

Compliance with Government-wide corporate guidance and instructions

Subject always to the Board's statutory functions and duties, the Board shall have due regard as appropriate to the following general guidance documents and instructions:

- This document
- Appropriate adaptations of sections of *Corporate Governance in Central Government Departments: Code of Good Practice*

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

- *Code of Conduct for Board Members of Public Bodies*

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/686684/Code_of_conduct_for_board_members_of_public_bodies.pdf

- *Managing Public Money (MPM)*

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/686462/MPM_2018.pdf

- Public Sector Internal Audit Standards

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

- Management of Risk: Principles and Concepts

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

- HM Treasury Guidance on Tackling Fraud

https://webarchive.nationalarchives.gov.uk/20130102173306/http://www.hm-treasury.gov.uk/psr_managing_risk_of_fraud.htm

- Government Financial Reporting Manual (FReM)

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

- Regularity, Propriety and Value for Money

https://webarchive.nationalarchives.gov.uk/20130102173401/http://www.hm-treasury.gov.uk/psr_governance_valueformoney.htm

- The Parliamentary and Health Service Ombudsman's Principles of Good

Administration

<https://www.ombudsman.org.uk/sites/default/files/page/0188-Principles-of-Good-Administration-bookletweb.pdf>

- Consolidation Officer Memorandum, and relevant DCO letters; on behalf of DWP) (On behalf of the PPF)
- Relevant Freedom of Information Act guidance and instructions (Ministry of Justice)
- Other relevant guidance and instructions issued by the Treasury in respect of whole of Government Accounts
- Other relevant instructions and guidance issued by the central Departments
- Specific instructions and guidance issued by DWP
- Recommendations made by the Public Accounts Committee, or by other Parliamentary authority that have been accepted by the Government and relevant to the Board.

