

FRAMEWORK DOCUMENT BETWEEN THE SCOTTISH GOVERNMENT AND THE POVERTY AND INEQUALITY COMMISSION

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1. Introduction

This framework document has been drawn up by the Scottish Government in consultation with the Poverty and Inequality Commission. It sets out the broad framework within which the Poverty and Inequality Commission will operate and defines key roles and responsibilities which underpin the relationship between the Poverty and Inequality Commission and the Scottish Government.

While this document does not confer any legal powers or responsibilities, it forms a key part of the accountability and governance framework and should be reviewed and updated as necessary, and at least every two to three years. Any proposals to amend the framework document either by the Scottish Government or Poverty and Inequality Commission will be taken forward in consultation and in the light of Scottish Government priorities and policy aims.

Any question regarding the interpretation of the document shall be determined by the Scottish Government after consultation with the Poverty and Inequality Commission. Legislative provisions shall take precedence over any part of the document.

References to the Poverty and Inequality Commission includes the Chair, Members and any working groups or committees formed by the Commission.

Copies of the document shall be placed in the Scottish Parliament Reference Centre. It shall also be published on the Scottish Government and the Poverty and Inequality Commission websites.

2. Purpose

The Poverty and Inequality Commission ('the Commission') is an independent advisory Non-Departmental Public Body ("NDPB"), created in order to support Scottish Ministers and others to reduce levels of poverty and inequality in Scotland. The Commission was established on 1 July 2019 as per section 8 of the Child Poverty (Scotland) Act 2017 ("the Act").

The Commission will achieve its purpose through providing solution focused advice to Scottish Ministers and others, holding Scottish Ministers to account through effective scrutiny and undertaking an advocacy role as necessary to promote the reduction of poverty and inequality in Scotland.

The Act sets out a key role for the Commission to provide advice and scrutiny to Scottish Ministers to support them in achieving the ambitious targets set to reduce levels of child poverty in Scotland by 2030.

The Commission's statutory functions, under the Act, are to:

- advise the Scottish Ministers on any matter relating to poverty or inequality in Scotland, including the impact of their policies and use of resources in reducing such poverty and inequality;
- monitor progress in reducing poverty and inequality in Scotland;
- promote the reduction of poverty and inequality in Scotland;
- provide advice to Ministers on the measures they propose to include in Tackling Child Poverty Delivery Plans;
- provide annual comment on progress made towards the targets set out in the Act, whether progress is sufficient and what further progress is required;
- publish any advice it provides to the Scottish Ministers.

The Commission may do the following things as it considers appropriate for the performance of its functions, including in particular:

- gathering evidence;
- carrying out research;
- preparing and publishing such reports as it considers appropriate.

The statutory duties above provide a framework for the Commission's functions, however, the Commission itself has freedom to choose areas of focus within the scope of this broader remit.

The Commission will consider whether their work plan can accommodate ad-hoc requests made by Scottish Ministers.

3. Relationship between Scottish Government and the Poverty and Inequality Commission

Effective strategic engagement between the Scottish Government and Commission is essential in order that they work together as effectively as possible to maintain and improve public services and deliver improved outcomes. Both the Scottish Government and the Commission will take all necessary steps to ensure that their relationship is developed and supported in line with the jointly agreed principles set out in the statement on '[Strategic Engagement between the Scottish Government and Scotland's NDPBs](#)'.

The following provisions will be supplemented by an agreed protocol which sets out proposed engagement and response timescales between the Commission and the sponsor unit. The protocol will be subject to ongoing review and agreement by both parties.

Requests for advice from Scottish Ministers

The Scottish Government will ensure that all requests for advice are submitted to the Commission in writing. Requests will likely be submitted through the sponsor unit and any further clarification that is required should subsequently be relayed through the sponsor unit who will coordinate responses as necessary.

Response to advice/scrutiny from Scottish Ministers

The Scottish Government will endeavour to respond to publications, recommendations and advice from the Commission, where appropriate, in a manner and timeframe which is reasonably practical. The response time will be determined in part by the complexity, length, practicality and urgency of the information received from the Commission and will not normally exceed 8 weeks. Where this timescale will not be met a holding response will be issued outlining the likely timeframe.

Information Requests by the Commission

The Scottish Government will provide access to relevant information within reasonable timescales for use by the Commission in accordance with [paragraph 3](#) of the schedule of the Act. Where additional explanation or assistance is required to interpret this information the Scottish Government will provide such support.

4. Governance and accountability

Legal origins of powers and duties

The Commission was established by section 8 of the Act on 1 July 2019. The Commission does not carry out its functions on behalf of the Crown.

Ministerial responsibilities

The Scottish Ministers are ultimately accountable to the Scottish Parliament for the activities of the Commission and its use of resources. They are not, however, responsible for day to day operational matters. Their responsibilities include:

- agreeing the Commission's strategic aims and objectives as part of their strategic plan;
- providing the Commission with such staff and resources as required to carry out its functions and to pay remuneration and expenses to members, and participants in committees, to an amount determined by the Scottish Ministers;
- carrying out responsibilities specified in the Act, such as appointments to the Commission and approving the terms and conditions of the Chair and members of the Commission.

Commission Member responsibilities

Members of the Commission, including the Chair, are non-executives appointed by the Scottish Ministers in line with the Code of Practice for Ministerial Public Appointments in Scotland. The role of Members is to provide direction, support and guidance to ensure the body delivers and is committed to delivering its functions effectively and efficiently and in accordance with the aims, policies and priorities identified within the Act. Individual Members, under the leadership of the Chair, have the following responsibilities, including, but not limited to:

- taking forward the strategic aims and objectives for the Commission as agreed by the Scottish Ministers;
- promoting the efficient, economic and effective use of staff and other resources by the Commission consistent with the principles of [Best Value](#), including, where appropriate, participation in [shared services](#) arrangements, in line with the principles set out in the [Scottish Public Finance Manual](#) ("SPFM") and [Managing Public Money](#);
- ensuring that effective arrangements are in place to provide assurance on risk management (including in respect of personnel, physical and cyber risks/threats/hazards), governance and internal control;
- ensuring that Members receive and review regular financial information concerning the management and performance of the Commission and are informed in a timely manner about any concerns regarding the activities of the Commission;

- demonstrating high standards of corporate governance at all times, including openness and transparency in its decision making;
- working closely with colleagues to reach agreement on the areas of interest and how the Commission may influence the wider discussions on poverty and inequality;
- bringing your unique experience, perspective and knowledge to Commission discussions;
- Representing the agreed views of the Commission in public forums where appropriate.

Further guidance on how Members should discharge their duties is provided in appointment letters and in [On Board – A Guide for Members of Statutory Boards](#).

The Chair's responsibilities

The Chair is accountable to the Scottish Ministers and, in common with any individual with responsibility for devolved functions, may also be held to account by the Scottish Parliament. Communications between the Commission and the Scottish Ministers should normally be through the Chair. The Chair is responsible for ensuring that the Commission's policies and actions support the Scottish Ministers' wider strategic policies and that its affairs are conducted with probity. The Chair will report directly to the lead Minister, the Cabinet Secretary for Communities and Local Government. In leading the Commission the Chair must ensure that:

- they, together with Commission Members, receive appropriate induction training, including on financial management and reporting requirements and, as appropriate, on any differences that may exist between private, third and public sector practice;
- Members are fully briefed on terms of appointment, duties, rights and responsibilities;
- there is a code of conduct for Members in place, approved by Scottish Ministers;
- annual reviews are conducted with Members, ensuring the ongoing effectiveness of members and that the skills and knowledge represented continue to meet the needs of the Commission;
- the work of the Commission is subject to regular self-assessment, that the Commission is working effectively with clear vision and by working closely with Members make sure the new body's objectives are delivered successfully;
- in discussion with Members, the Commission's work plan is set and tasks are allocated to the secretariat and Members;
- they play a key role in advising Scottish Ministers and ensuring effective scrutiny of Scottish Government progress to reduce poverty and inequality

whilst also considering the impacts of actions by others on poverty and inequality in Scotland, providing constructive challenge as appropriate.

- succession planning takes place to ensure that the Commission is diverse and effective, and the Scottish Ministers are advised of the Commission's needs as and when vacancies arise.

Portfolio Accountable Officer responsibilities

The Principal Accountable Officer for the Scottish Administration will designate the Director General of Education, Communities and Justice, as the Portfolio Accountable Officer for the Scottish Government portfolio budget for the Commission. The responsibilities of a Portfolio Accountable Officer are set out in detail in the [Memorandum to Accountable Officers for Parts of the Scottish Administration](#). They are personally answerable to the Scottish Parliament for ensuring that:

- the financial and other management controls applied by the Scottish Government are appropriate and sufficient to safeguard public funds and, more generally, that those being applied by the Commission conform to the requirements both of propriety and of good financial management;
- the key roles and responsibilities which underpin the relationship between the Scottish Government and the Commission are set out in a framework document – and that this document is regularly reviewed at least every two to three years;
- effective relationships are in place at Director and Deputy Director level between the Scottish Government and the Commission in accordance with the strategic engagement principles;
- there is effective continuous assessment and appraisal of the performance of the Chair of the Commission, in line with the requirements of the Code of Practice for Ministerial Public Appointments in Scotland.

Scottish Government Director and Deputy Director responsibilities

The Deputy Director for Social Justice and Regeneration Division has responsibility for overseeing the relationship between the Scottish Government and the Commission. They will ensure high performance and an effective relationship which supports the alignments of the Commission's business to the Scottish Government's National Performance Framework. They will work closely with the Commission Chair and be answerable to the Portfolio Accountable Officer for maintaining and developing positive relationships with the Commission characterised by openness, trust, respect and mutual support. They will be supported by a sponsor unit in discharging these functions.

The Chief Social Policy Adviser shall be responsible for assessing the performance of the Commission's Chair at least annually.

Secretariat support staff responsibilities

Scottish Ministers will provide staff resources to assist the Commission to undertake its functions. Specific responsibilities of secretariat support staff include;

- Dealing with the everyday administrative matters relating to the Commission and providing day to day support;
- Acting as an initial point of contact and ensuring effective relationships with the Scottish Government sponsor unit;
- Ensuring the Commission adheres, where appropriate to Scottish Government policies;
- Liaising with stakeholders and facilitating relationships across the Scottish Government and government departments;

Preparing board papers and reports as required.

Sponsor unit responsibilities

The Scottish Government sponsor unit for the Commission is the Social Justice Strategy Unit. It is the first point of contact for the Commission in dealing with the Scottish Government. The unit, under the direction of the Deputy Director, is the primary source of advice to the Scottish Ministers on the discharge of their responsibilities in respect of the Commission and, alongside the Chief Social Policy Adviser, undertakes the responsibilities of the Portfolio Accountable Officer on their behalf.

Specific responsibilities include:

- discharging sponsorship responsibilities in line with the principles and framework set out in the document [Strategic Engagement between the Scottish Government and Scotland's NDPBs](#) and ensuring that sponsorship is suitably flexible, proportionate and responsive to the needs of the Scottish Ministers and the Commission;
- ensuring that appointments to the Commission are made timeously and in accordance with the [Code of Practice for Ministerial Appointments to Public Bodies](#) in Scotland;
- proportionate monitoring of the Commission's activities through an adequate and timely flow of appropriate information, agreed with the Commission, on performance, budgeting, control and risk management;
- addressing in a timely manner any significant problems arising in the Commission, alerting the Portfolio Accountable Officer and the responsible Minister where considered appropriate;
- ensuring that the objectives of the Commission and the risks to them are properly and appropriately taken into account in the Scottish Government's risk assessment and management systems;

- informing the Commission of relevant Scottish Government policy in a timely manner.

Office of the Chief Social Policy Adviser responsibilities

The Office of the Chief Social Policy Adviser, a division within the Scottish Government, will hold the Commission's budget and have responsibility for the recruitment, retention and motivation of the Commission secretariat.

The Office of the Chief Social Policy Adviser's responsibility toward the secretariat is to ensure that:

- HR policies, practices and systems comply with employment and equality legislation, and standards expected of public sector employers;
- the level and structure of the secretariat, including grading and staff numbers, are appropriate to its functions and the requirements of economy, efficiency and effectiveness (subject to the Scottish Government [Pay Policy for Staff Pay Remits](#));
- the performance of the secretariat at all levels is satisfactorily appraised and the Commission's performance measurement systems are reviewed from time to time;
- the secretariat are encouraged to acquire the appropriate professional, management and other expertise necessary to achieve the Commission's objectives;
- proper consultation with secretariat takes place on key issues affecting them;
- adequate grievance and disciplinary procedures are in place;
- effective whistle-blowing policy and procedures consistent with the Public Interest Disclosure Act 1998 are in place;

Audit requirements

The Commission is expected to maintain robust records of budget spend in order to facilitate completion of Scottish Government accounts.

The Scottish Government will require routine access to details of expenditure made by the Commission in line with the budget allocated – these provisions are further set out in 'Budget Management' below.

The Commission will be subject to Scottish Government internal audit. In addition, the Auditor general may conduct an external audit of accounts to which you are subject. The Commission must provide necessary information, as required, to facilitate audits of this nature.

These requirements are in accordance with the [Public Sector Internal Audit Standards](#) and the [Internal Audit](#) section of the SPFM.

Legal and other advice

If a need for advice is identified, the Commission should approach the sponsor unit in the first instance. The Scottish Government Legal Department (SGLD) will not provide legal advice direct to the Commission.

In instances where the sponsor unit is not able to provide sufficient guidance, or the advice sought conflicts with the needs of Scottish Ministers, the Commission will be required to seek its own independent advice. SGLD may be able to assist in obtaining that advice through the legal services framework.

5. Commission responsibilities

Work Plan

The Commission must ensure that a work plan, agreed between the Chair with input from Members, is in place annually. The plan should highlight the key work streams, focus for the following year, outputs that are expected and when these outputs will be produced. The work plan should reflect the Commission's strategic aims and objectives as agreed with the Scottish Ministers. Where possible, the work plan should demonstrate how the Commission contributes to the Scottish Government's National Performance Framework (NPF).

The work plan, and any subsequent amendments, should be shared with the sponsor unit to allow sufficient time for response to any actions or responses that arise from the work of the Commission. Sufficient flexibility should be built in to the work plan to account for any current events that require a response or requests from Scottish Ministers to be considered.

A longer term strategic plan, outlining the longer term aims of the Commission, should be developed to supplement short term goals and reviewed as necessary.

Annual report

The Commission will publish an annual report of its activities together with its budget expenditure within three months of the end of each financial year. The annual report should cover the activities of any Committees or working groups formed by the Commission. It should comply with the Government Financial Reporting Manual (FReM) and outline the Commission's main activities and performance against agreed aims and objectives for the previous financial year.

The draft report should be submitted to the Scottish Government for comment and shared with Ministers prior to publication. Any factual inaccuracies, in relation to budget and other matters, should be addressed before publication. In order to promote transparency, the final version should be made available on the Commission's website. The Commission shall be responsible for the publication of the annual report.

Budget Management

Paragraph 10 of the schedule of the Act sets out a responsibility on the Scottish Ministers to "provide the Commission with such staff and other resources as it requires to carry out its functions". As such, the Commission secretariat and the sponsor unit will work jointly to ensure that the Commission has the resources it needs to dispense its functions appropriately.

The Commission will be responsible for managing its own budget. The sponsor unit may provide advice if necessary.

In terms of the budget level set, this default budget level will be based on 2019-20 levels. No automatic uplift for the Commission's budget will be applied, in line with other public bodies, other than for costs associated with secretariat salaries. The

Commission's budget, outwith secretariat costs, will remain static unless there are strong reasons for increasing or reducing this.

If the Commission identifies a need for increased resource from a future budget or Spending Review, a business case for additional funding should be submitted to the sponsor unit. This will subsequently be considered as a standard part of the budget setting process.

If additional resources are needed in-year, or underspends become apparent, the Commission should raise these, in the first instance, via their ongoing liaison meetings with the sponsor unit.

The budgetary relationship between the Commission's secretariat and the sponsor unit will be reviewed annually.

Pay and conditions of service, pensions, redundancy and compensation

As above, secretariat staff remain civil servants under the employ of the Scottish Government. Changes to pay and conditions, etc. will be made in line with wider Scottish Government arrangements.

The Commission budget should be reviewed to reflect any changes to staff remuneration.

Budget notification

Each year, in the light of decisions by the Scottish Ministers on the allocation of budgets for the forthcoming financial year, the Scottish Government will send to the Commission a formal statement of its budgetary provision, and a note of any related matters and details of the budget monitoring information required by the Scottish Government. The terms of that letter, referred to as the Budget Allocation and Monitoring letter, should be viewed as complementing the content of this document. The sponsor unit will support the Commission in its responsibilities around monthly monitoring which is the primary means of in-year budgetary control across the Scottish Government. As such, bodies must comply with the format and timing of the monitoring together with any requests for further information.

Risk management

The Commission shall ensure that the risks that it faces are dealt with in an appropriate manner, in accordance with relevant aspects of generally recognised best practice in corporate governance, and develop an approach to risk management consistent with the [Risk Management](#) section of the SPFM. Reporting arrangements should ensure that the sponsor unit is made aware of relevant risks and how they are being managed. The Commission is also required, at the earliest opportunity, to notify the relevant Scottish Government Audit and Risk Committee if it considers that it has identified a significant problem which may have wider implications.

Organisational security and resilience

As part of risk management arrangements, the Commission shall ensure that it has a clear understanding of the key risks, threats and hazards it may face in the personnel, physical and cyber domains, and take action to ensure appropriate organisational

resilience to those risks/threats/hazards. It should have particular regard to the following key sources of information to help guide its approach:

- [Having and Promoting Business Resilience \(part of the Preparing Scotland suite of guidance\)](#)
- [The Scottish Public Sector Action Plan on Cyber Resilience and associated guidance](#)

Counter fraud arrangements

The Commission will follow the [Scottish Government counter fraud arrangements](#). Members should raise concerns through the Commission's whistleblowing procedures in accordance with the [Fraud](#) section of the SPFM.

Performance management

The Commission shall operate management information and effective budget management that enables it to review, in a timely and effective manner, its financial and non-financial performance against the strategic aims, objectives and milestones set out in its work and strategic plans. The results of such reviews should be reported on a regular basis to the Commission Members and copied to the Scottish Government. The Scottish Government shall assess the Commission's performance, proportionately, on a continuous basis and hold a formal review meeting at least twice a year. These will be conducted by the sponsor unit and normally be attended by the Commission Chair (or representative) and secretariat. Additionally the responsible Cabinet Secretary shall meet the Commission Chair quarterly.

Conduct of Members

The Commission is covered by the ethical standards framework by being a listed public body in schedule 3 of the Ethical Standards in Public Life etc. (Scotland) Act 2000.

Commission Members must make sure they are familiar with, and that their actions comply with, the provisions of the [Code of Conduct](#) which is based on the '[Model Code for Members of Devolved Public Bodies](#)' and has been adopted by the Commission.

Commission staff management

The Commission is not established in a manner which allows it to directly employ its own staff. Therefore, as per [paragraph 10](#) of the schedule to the Act, Scottish Ministers will provide the Commission with such staff and other resources as it requires to carry out its functions.

All staff working for the Commission are civil servants and will be bound by the Civil Service Code and other civil service requirements as to their conduct, impartiality and confidentiality, etc. (Section 4 of the Staff Handbook applies.)

Secretariat staff members owe their primary responsibility to the Commission. It will not be possible for the Scottish Government or the sponsor unit to instruct them in the

performance of their duties except as outlined below or with the agreement of the Commission.

The Chair, in discussion with Members, shall outline the key tasks and actions required to the secretariat manager. The Chair and secretariat manager shall review delivery of key objectives on a regular basis – any concerns with staff performance shall be raised with the secretariat manager, if appropriate, or with the Office of the Chief Social Policy Adviser.

Commission Chair and Member Pay

The Chair and Members have been appointed to the Commission through a public appointment round regulated and monitored by the Ethical Standards Commissioner. As such, their pay and conditions are the responsibility of the Public Appointments branch of the Directorate for People within the Scottish Government.

Remuneration (daily fees), allowances and expenses paid to the Chair and Members must comply with the Scottish Government Pay Policy for Senior Appointments and any specific guidance on such matters issued by the Scottish Ministers.

6. Specific financial provisions

The Commission as established by the Act, is an advisory NDPB established by the Scottish Ministers. The Commission itself is without legal personality and therefore unable to enter into contracts in its own name.

This prohibits the Commission from engaging in the following: financial investments; borrowing; lease holding; lending, etc. This is not intended to be an exhaustive list, and advice should be sought from the sponsor unit on any financial matters not otherwise covered in this framework.

The budget allocated to the Commission will be held on its behalf by the Office of the Chief Social Policy Adviser.

[Many of the provisions included in this section - and other sections - of the framework document highlight specific requirements in the SPFM that are considered of particular relevance to Commission. It should be noted, however, that guidance in the SPFM should always be considered in its entirety as and when relevant issues arise.]

Delegated authorities

The Commission's specific delegated financial authorities – as agreed in consultation between the Commission and the Scottish Government – are set out in the attached **Appendix**. The Commission shall obtain the Scottish Government's prior written approval before entering into any undertaking to incur any expenditure that falls outside these delegations. The Commission shall also comply with any requirements for prior Scottish Government approval included in the SPFM and/or this document. Prior Scottish Government approval must always be obtained before incurring expenditure for any purpose that is or might be considered novel, contentious or repercussive, or which has or could have significant future cost implications.

Income generation

The Commission does not hold the ability to generate income.

If gifts are offered to the Commission or its Members the Commission shall consider if there are any associated costs in receiving these or any conflicts of interests arising. The Commission shall keep a written record of any such gifts, etc. and what happened to them.

Tax arrangements

The Commission must comply with all relevant rules on taxation, including VAT. All individuals who would qualify as employees for tax purposes should be paid through the Scottish Government payroll system with tax deducted at source. It is the responsibility of the Commission to observe VAT legislation and recover input tax where it is entitled to do so. The implications of VAT in relation to procurement and shared services should be considered at an early stage to ensure that financial efficiency is achieved.

Third party grants

Unless covered by a specific delegated authority the Commission shall not, without the Scottish Government's prior written agreement, provide grant funding to a third party. Such funding would be subject to the guidance in the [State Aid](#) section of the SPFM. Guidance on a framework for the control of third party grants is provided as an [annex](#) to the Grant and Grant in Aid section of the SPFM.

Procurement and payment

Procurement shall be undertaken by Scottish Ministers on behalf of the Commission. Procurement should be undertaken by appropriately trained and authorised staff and treated as a key component of achieving the Commission's objectives consistent with the principles of [Value for Money](#), the highest professional standards and any legal requirements. All external consultancy contracts over the value of £50,000 or any proposal to award a contract without competition (non-competitive action) over the value of £10,000 must be endorsed in advance by the Accountable Officer.

The Commission shall pay all matured and properly authorised invoices relating to transactions with suppliers in accordance with the [Expenditure and Payments](#) section of the SPFM and in doing so shall seek, wherever possible and appropriate, to meet the Scottish Government's target for the payment of invoices within 10 working days of their receipt.

Special payments and losses

Unless covered by a specific delegated authority the Commission shall not, without the Scottish Government's prior written approval, make special payments or write-off of losses. Special payments and losses are subject the guidance in the [Losses and Special Payments](#) section of the SPFM.

Clawback

Where the Commission has financed expenditure on assets by a third party, the Commission shall make appropriate arrangements to ensure that any such assets above an agreed value are not disposed of by the third party without the Commission's prior written consent. The Commission shall put in place arrangements sufficient to secure the repayment of its due share of the proceeds – or an appropriate proportion of them if the Commission contributed less than the whole cost of acquisition or improvement. The Commission shall also ensure that if assets financed by the Commission cease to be used by the third party for the intended purpose an appropriate proportion of the value of the asset shall be repaid to the Commission.

State aid

[State aid](#) is a European Commission term which refers to forms of public assistance, given to undertakings on a discretionary basis, which has the potential to distort competition and affect trade between Member States of the European Union. Any activity that the Commission undertakes itself, or funds other bodies to undertake, that can be offered on a market for goods and services is subject to state aid rules. A state aid assessment is therefore required prior to disbursing any funding and would be subject to the guidance in the state aid section of the SPFM.

SPECIFIC DELEGATED FINANCIAL AUTHORITIES

The limits outlined below represent the total which may be agreed by the named party in relation to a single expense or over the life of a contract award.

Secretariat Manager

The Secretariat Manager has authority to authorise any routine expenditure of the Commission, inclusive of remuneration claims, travel expenses, contractor invoices and publication costs, etc, to the limit of £3,000. Beyond this level clearance should be sought from the Chair or Commission as appropriate.

In the absence of the Secretariat Manager the Principal Research Officer is able to authorise routine expenses.

Chair

The Chair has authority to authorise contracts and or expenses, inclusive of the above, up to the limit of £10,000.

Commission

Commission approval, in line with agreed quorum, should be sought for expenses beyond £10,000 or where special circumstances exist.

The following action is required, dependent on level of expenditure:

£10,001 - £49,999 – Once Commission approval has been given, procurement or contract award can proceed as normal.

£50,000 and over – Further to Commission approval, the Office of the Chief Social Policy Adviser must approve expenditure.