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Foreword

By The Secretary Of State For Foreign And Commonwealth Affairs

I am delighted to launch FCO Services as a Trading Fund.

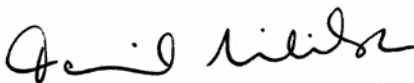
FCO Services has built up considerable expertise over many years in supporting the FCO at home and abroad. We now rely on this support more than ever as we move to provide a genuinely flexible network serving the whole of the British Government around the world.

That is why we have decided the time is right to move FCO Services to Trading Fund status. This will provide the greater commercial disciplines and freedoms FCO Services needs to improve the quality and value of its work and broaden the skills and experience of its staff.

As a Trading Fund, FCO Services remains a part of the FCO. Its principal focus will continue to be providing the right support services in the right place and at the right price, enabling the FCO to operate swiftly and effectively. The FCO and FCO Services will operate in a strategic partnership with common objectives and a mutual interest in each other's success.

At the same time, I expect FCO Services to grow its business with a wide range of other customers, strengthening its stability and providing economies of scale to the FCO.

I wish FCO Services every future success. I will be following its progress with interest.



David Miliband

I. Status, Mission and Goals

I.1 Status

FCO Services is an Executive Agency of the Foreign and Commonwealth Office (FCO) and has operated as a Trading Fund since April 2008. The FCO Services Trading Fund Order 2008 can be found at Annex A.

Its prime purpose is in providing secure support services to the FCO wherever in the world these are required. As such it assists the FCO in meeting its public service agreements and departmental strategic objectives.

As a Trading Fund, FCO Services is responsible for generating its own revenues by charging customers for services delivered.

Whilst FCO Services remains part of the FCO, it is free to conduct its affairs as it sees fit, within the bounds of the legislative and regulatory framework in which it operates, within its scheme of delegations granted by HM Treasury and in line with its Corporate Plan.

I.2 Background

FCO Services is a prime strategic partner to the FCO, essential in enabling it to deliver its key objectives. It delivers a combination of secure services to the FCO by providing secure environment, secure logistics and secure IT solutions in the UK and to missions overseas.

FCO Services comprises around 1000 staff and has a turnover of approximately £114m per annum. It operates from 3 sites in the UK; Hanslope Park, Milton Keynes, Old Admiralty Building, and King Charles St, London. There are also around 100 FCO Services' staff serving at FCO Posts overseas.

I.3 Mission and vision

FCO Services' mission is to deliver a unique combination of secure services, enabling the FCO and all other customers to build a safer future.

FCO Services' vision is to be the leading UK authority delivering innovative solutions for the FCO and for all other customers facing a world of changing security priorities.

I.4 Top Level Goals

FCO Services consults with the FCO on the goals of the Trading Fund and the relevant PSA targets with which they are linked. These long-term goals are:

- **To create a financially successful sustainable business;** through pricing its services in line with HM Treasury guidelines, investing in research and development and operating efficiently to sustain business stability in the long term;
- **To deliver financial and efficiency benefits to the FCO;** through, for example, cost savings and dividend payments;
- **To operate an efficient and effective business delivering value for money to customers;** by operating an effective customer acquisition model, product and service innovation, ensuring customer satisfaction and providing services effectively and efficiently;
- **To become an enabled, flexible organisation;** through developing systems and process controls, developing a high performance culture, building skills in areas that support the strategic direction of the business, and rewarding and empowering staff to contribute actively towards its success.

2. Responsibilities and Accountability

2.1 Secretary of State for Foreign and Commonwealth Affairs

Responsibility for FCO Services rests with the Secretary of State for Foreign and Commonwealth Affairs (SOSFA).

This includes determining the policy, resources framework, delegations, and freedoms within which FCO Services operates.

The SOSFA may delegate these responsibilities to an FCO Minister.

The FCO is both owner and principal customer of FCO Services. Both of these roles are represented in the advice that is provided to the Minister.

2.2 The Minister

The Minister is responsible to the SOSFA for setting the strategic direction of FCO Services.

On behalf of the SOSFA, the Minister:

- Determines the policy and financial framework within which FCO Services operates;
- Approves its Corporate Plan;
- Sets its goals, key performance indicators and targets; and
- Monitors and assesses its overall performance.

The Minister and the Chief Executive Officer have regular dialogue and also meet at least once a year to discuss strategy, and performance and risk management.

2.3 The Chief Executive and Accounting Officer

The Chief Executive Officer (CEO) has sole responsibility for the day to day management of FCO Services in accordance with this Framework Document and the Corporate and Business Plans that may, from time to time, be agreed.

The CEO, as its Accounting Officer, is also personally responsible and accountable to Parliament for the management and organisation of FCO Services, including the use of public money and the stewardship of its assets.

The CEO has direct access to the SOSFA and the Minister, to whom he/she is accountable for FCO Services' performance against key targets.

The CEO is also accountable to the SOSFA on matters relating to the management of FCO Services.

The CEO is specifically responsible for:

- Formulating and proposing the direction of FCO Services through its Corporate Plan, and defining immediate objectives through an in-year Business Plan;
- Implementing FCO Services' approved Corporate and Business Plans, including the achievement of objectives and performance targets;
- Delivery of the agreed output to prescribed standards of quality, time and cost;
- Efficient and effective management of FCO Services' assets and resources;
- Ensuring that effective procedures for handling complaints about FCO Services are established and publicised; this includes replying to complaints personally if they cannot be resolved satisfactorily at local level;
- Reporting to Ministers and Parliament as appropriate, on issues concerning FCO Services; and
- Informing the Minister and the Permanent Under-Secretary (PUS) - the Principal Accounting Officer (PAO) - of anything material that may be inhibiting the effective and efficient performance of FCO Services.

The CEO is appointed by HM Treasury as the Accounting Officer for FCO Services. The CEO's responsibilities as an Accounting Officer are set out in the Accounting Officer Memorandum.

The CEO is personally responsible for the propriety and regularity with which the resources allocated to FCO Services are used within the terms of this Framework Document, and for prudent and economical administration of the organisation.

The CEO is liable to be summoned to appear before the Public Accounts Committee to account for these responsibilities, and will normally give evidence to Parliamentary Select Committees when such affairs are to be discussed.

In addition, the CEO is responsible for ensuring that the requirements of HM Treasury guidance, "Managing Public Money", are met, and that the organisation observes any general guidance issued by HM Treasury and the Cabinet Office. The CEO will put into effect any recommendations accepted by Government of the Public Accounts Committee, other Parliamentary Select Committees or parliamentary authorities.

The CEO should seek advice and assistance from the FCO on issues that may be novel, contentious, or could have wider implications for the FCO.

The CEO is not responsible for the propriety and regularity of FCO customer requirements and expenditure proposals, which properly remain the responsibility of the PUS.

2.4 Governance, Risk and Internal Control

The CEO is responsible for establishing an appropriate framework for governance, risk management, and internal control. Within this framework, the CEO will ensure that FCO Services operates continuous governance, risk management, and control processes that are subject to internal management review. These processes should:

- Support the achievement of FCO Services' policies, aims and objectives whilst safeguarding the resources for which the CEO is responsible;
- Provide an assurance on control, governance and risk management, to enable the CEO to discharge his/her responsibilities as both CEO and Accounting Officer.

2.5 FCO Sponsor

The Director General, Finance (DGF) provides an important link between FCO Services and the FCO. Through responsibilities delegated to him by the PUS, the Director General, Finance works closely with the CEO and receives copies of all relevant FCO Services submissions to FCO Ministers. In addition the Director General, Finance:

- Agrees the framework for performance management with FCO Services and the Minister;
- Advises the Minister on the strategic direction of FCO Services in the context of wider departmental or cross-governmental objectives and on annual targets;
- Advises Ministers quarterly on their response to strategic performance information and on their performance reports, including against Ministerial targets;
- Provides a report to the FCO Board, at least annually, on his/her oversight of FCO Services;
- Advises the CEO on steering the organisation's activities to ensure that it most effectively supports the delivery of the FCO's objectives; and
- Ensures that FCO Services has the delegations and authorities necessary for effective delivery and continuous improvement.

2.6 FCO Services Board

Strategic management of FCO Services is directed by a Board comprising the CEO and Accounting Officer, Executive Directors and Non-Executive Directors, of which a minimum of two Non-Executive Directors shall be independent.

The primary responsibility of the Board is to review strategic options, set corporate policy and monitor performance at a corporate level.

The Board supports the CEO in taking ownership of the organisation's performance. In so doing, the Board principally advises the CEO on the management and controls required to ensure effective governance and control.

This involves:

- Developing FCO Services' strategic aims and objectives;
- Agreeing the broad allocation of financial and human resources;
- The establishment and future development of standards and values;
- Maintaining a transparent system of prudent and effective controls;
- The assessment and management of risk; and
- Oversight of the process of change, encouraging innovation, and, where appropriate, enterprise to enhance FCO Services' capacity to deliver.

In the conduct of its duties, the Board aims to act in accordance with the consensus achieved between the Directors. However, should the CEO believe that a particular conclusion by the Board is in conflict with his/her responsibilities as Accounting Officer, he/she in the first instance may seek to remedy this in discussion at the Board with fellow Board members.

Ultimately, any difference of view between the Board and the CEO should be referred initially to the FCO (specifically, the Director General, Finance) and if necessary, the Minister, who will decide whether to give the CEO a Direction.

2.7 Chair of the Board

The Chair of the Board will be a Non-Executive Director, whose role is to chair meetings and set the Board's agenda.

The Chair is responsible for ensuring that the Board discharges its responsibilities effectively, and that it and its sub-committees operate in a way that is consistent with corporate governance best practice.

Director General, Finance will appoint the Chair following a recommendation from the CEO.

2.8 Audit Committee

The Board has established an Audit Committee whose purpose is to support the Board and Accounting Officer in their respective responsibilities for issues of risk, control and governance and associated assurance.

The membership of the Audit Committee comprises two independent Non-Executive Directors plus the FCO's Head of Finance & Planning. It is Chaired by an independent Non-Executive Director. In the absence of the Chair, another permanent member of the Audit Committee may chair the meeting.

2.9 Relationships with Other Bodies.

The CEO will deal directly with other bodies on questions relating to the operation and management of FCO Services as and when appropriate.

2.10 Parliamentary Business

The SOSFA is answerable to Parliament for all matters concerning FCO Services and deals with questions of policy and enquiries from Members of Parliament who specifically seek a Ministerial response. MPs will, however, be encouraged to communicate directly with the CEO on day-to-day matters keeping the Minister informed as appropriate.

The SOSFA retains the right to intervene in the operations of FCO Services.

Ministers decide the appropriate way to respond to Parliamentary Questions about FCO Services, and will normally ask the CEO to respond on their behalf to written questions about matters delegated to the CEO.

The CEO will provide Ministers with any information needed to respond to other parliamentary business concerning FCO Services.

The SOSFA decides which officials should represent him/her at hearings of Parliamentary Committees, but will normally ask the CEO to represent him/her and answer on his/her behalf when FCO Services' affairs are discussed.

2.11 Parliamentary Commissioner for Administration

FCO Services is subject to the jurisdiction of the Parliamentary Commissioner for Administration. The organisation operates in accordance with a published complaints procedure that is clear and accessible to all users.

The CEO is given the opportunity to comment on reports by the Commissioner(s) affecting FCO Services.

The CEO will respond to requests from the Parliamentary Commissioner for Administration for information on matters delegated to FCO Services under this Framework Document.

Members of Parliament have the right to refer complaints from the public to the Parliamentary Commissioner for Administration where an individual claims to have suffered injustice through maladministration.

3. Financial Strategy and Assets

3.1 Extent of Delegations

Financial and contractual delegations are set out at Annex B.

The Accounting Officer cannot sub-delegate his/her Accounting Officer responsibilities.

Decisions which require authority above the delegated limit of the FCO Services Accounting Officer will be referred to the Director General Finance of the FCO prior to any commitment being entered into.

3.2 Annual Report and Accounts

The CEO, as Accounting Officer, shall prepare and publish each year FCO Services' audited Annual Report and Accounts in accordance with Cabinet Office guidance and directions issued by HM Treasury.

The Accounting Officer is responsible for ensuring that the Annual Report and Accounts are properly authorised and signed and that appropriate arrangements are made for them to be laid before Parliament in accordance with HM Treasury timescales.

3.3 Management Accounts

FCO Services will ensure that comprehensive, timely and accurate management accounts are produced for internal review on a periodic basis to enable it to make informed decisions on the strategic direction and the operational effectiveness of its business.

3.4 Income and Expenditure

FCO Services will normally earn income through payments made by customers for the supply of goods and services and by the exploitation of assets, data and intellectual property.

Like all Trading Funds, FCO Services' minimum requirement is to break even taking one year with another after allowing for operating costs, loan and dividend repayments, and taking account of the need to generate sufficient funds to meet working capital and investment needs. However, this is against the background of the organisation achieving its long term financial and investment targets. To realise this, FCO Services takes into account the following factors:

- The need to ensure longer term financial stability and thus provide security of supply to the FCO; and
- Appropriate value to the FCO through a combination of price stability and dividend repayments achieved through returns on wider market business and internal efficiencies.

FCO Services is committed to promoting efficiency in its operations through the elimination of waste, increases in productivity, effective procurement and the provision of value-for-money services.

3.5 Pricing Policy

FCO Services' pricing policy will reflect the need for the Trading Fund to achieve its long term financial and investment targets.

Prices for FCO Services products and services are determined by a number of factors, including:

- Providing value to its customers;
- Competitive forces and existing pricing structures in the marketplace;
- Appropriate discount structures related to business volumes and market practices;
- The need for the Trading Fund to achieve its long-term financial and investment targets and generate a return on its assets; and
- Government fees and charges guidelines.

3.6 Dividend Policy

Unless otherwise specifically agreed, FCO Services will (as a minimum) aim to cover through interest and a dividend to the FCO the cost of capital charges to the FCO budget on the net assets of the Trading Fund.

3.7 Retained Earnings

As soon as practicable at the end of each trading year, FCO Services will calculate its net operating surplus after allowing for exceptional costs and interest charges.

Subject to Ministerial agreement FCO Services may retain surpluses over and above those necessary to meet their interest and dividend charges, for example to finance its investment plans as set out in its Corporate Plan. In such circumstances the Minister will be advised by the Director General, Finance and the CEO.

Sums that are retained in the business but which are surplus to immediate requirements may be deposited in an interest bearing account as approved by HM Treasury or invested in Government Securities in accordance with FCO Services' investment policy.

The FCO may agree with FCO Services the payment of additional dividend payments if the cash position and business circumstances of the Trading Fund so permit.

3.8 Capital Structure and Loan Funding

The net assets of FCO Services at vesting day (1st April 2008) were financed in their entirety by a combination of loans and public dividend capital (PDC). Thereafter, FCO Services will establish its own internal reserves through its day-to-day trading operations.

The provider of loans to FCO Services for working capital needs or for capital investment is set out in the FCO Services Trading Fund Order 2008 (Annex A). Loans will be made in accordance with HM Treasury guidelines but where such a loan is used to finance commercial services or activities, the expectation is that such a loan will be made on arms-length commercial terms.

Loans will be repayable over a term, and with conditions to be agreed by both parties before such loans are granted. The maximum amount of any loans shall not exceed the amount stated in the Trading Fund Order.

FCO Services reviews its capital structure annually as part of its corporate planning framework.

3.9 Assets and Capital Expenditure

FCO Services will retain, maintain and renew only those assets needed for its operations and will dispose of any surplus land, buildings or equipment to achieve economy in its operations. Proposals to significantly amend its asset base will be addressed through the corporate planning process.

Capital expenditure requirements will be set out each year in its annual Business Plan and reviewed by the FCO Services Board. Before incurring capital expenditure on individual items, the Accounting Officer shall satisfy himself or herself that an appropriate appraisal has been undertaken and documented in accordance with HM Treasury guidance.

Where these plans require FCO Services to request capital resources in the form of a loan, that request will be supported by a business case and will be subject to scrutiny and approval by the FCO Investment Committee.

3.10 Intellectual Property

Intellectual property rights (IPR) generated by FCO Services remain vested in the SOSFA and are administered in accordance with the IPR Concordat agreed between the FCO and FCO Services. The IPR (except copyright) in all work done by FCO Services shall be held in the name of the SOSFA under the administrative and managerial control of FCO Services. FCO Services will exploit this intellectual property, in line with FCO and Government policy, in order to generate value-for-money for the taxpayer; for example through developing equity in joint ventures and income through licensing.

3.11 Liabilities

FCO Services is responsible for all liabilities arising on vesting day and for the effective management of its third-party arrangements including suppliers.

3.12 Audit Arrangements

As Accounting Officer, the CEO is responsible for establishing and maintaining arrangements for internal audit in accordance with HM Treasury Government Internal Audit Standards, including periodic quality assurance reviews.

The FCO's Internal Audit Department also has a right of access to all documents prepared by the Trading Fund's internal auditor, including where the service is contracted out. The audit strategy, periodic audit plans and annual audit report, including the Trading Fund internal auditor's opinion on risk management, control and governance should be forwarded as soon as possible to the FCO Head of Internal Audit.

FCO Services is subject to external audit by the Comptroller and Auditor General who will certify the annual accounts and who may conduct value-for-money or other studies from time to time.

3.13 Risk Management

The CEO will establish an internal audit service, which will provide assurance on risk management, control and governance. He/she will develop a comprehensive Risk Management Plan, which will be made available to the FCO. Risk Management is a core element of FCO Services' control framework and it will maintain an appropriate process which follows HM Treasury best practice. This includes a commitment to the embedding of risk management at all levels of the organisation and risk registers in place at Board, business group and project levels.

Regular reporting and review of risks will take place at all levels including the documentation of mitigating actions.

3.14 Subordinate Companies and Joint Ventures

The Accounting Officer shall seek prior HM Treasury approval before entering into any arrangements of any kind which could be viewed as 'novel or contentious'.

Any proposals to create subordinate legal entities, including joint venture companies, which could give rise to liabilities for the FCO must receive the prior approval of the Director General, Finance.

4. Planning, Performance Review and Business Relationship

4.1 Corporate Planning

The CEO is responsible for preparing a 5-year Corporate Plan and an annual Business Plan for approval by the Minister. When approved, the plans are the authority for the CEO to conduct FCO Services' business accordingly.

The plans provide a common understanding of the expected development of FCO Services and a policy and resource framework within which its performance can be measured.

The Corporate Plan will be rolled forward and updated each year. It will include:

- FCO Services' main strategic goals and objectives and the means of achieving them;
- Key performance indicators;
- Assumptions about demand and other external factors influencing FCO Services' business activities; and
- A summary of its financial projections, including forecast projections of trading performance and capital investment proposals.

The Corporate Plan will be submitted to the Minister for approval prior to the start of each financial year.

The Business Plan sets out the short-term measures and targets that enable FCO Services to achieve the objectives set out in the Corporate Plan.

The Business Plan will be submitted to the Minister prior to the start of each financial year, allowing sufficient time for him/her to set FCO Services' formal targets.

The FCO will assist FCO Services with its planning by providing information on likely policy developments or changes that will impact on FCO Services.

4.2 FCO Customers and the TOBA

The Terms of Business Agreement (TOBA) details the terms under which business between FCO Services and the FCO is conducted.

The Minister is the final arbiter in any dispute between FCO customers and FCO Services which cannot be resolved under the disputes procedure in the TOBA or supporting Service Level Agreements (SLAs).

4.3 Service Level Agreements

Exact requirements for the services to be provided will be laid out in relevant SLAs. Where an emergency response is required outside the circumstances covered in SLAs, the CEO will present to the Director General, Finance, the cost (direct and indirect) of that response including, if appropriate, the impact on FCO Services' wider business. The Director General, Finance, will decide whether FCO Services should undertake the response and will ensure that FCO Services are reimbursed the full economic cost.

The provision of services by the FCO to FCO Services will be governed by Service Level Agreements that set out both standards and costs. These will be reviewed from time to time to ensure that they continue to meet the needs of both the FCO and FCO Services.

4.4 Other Customers

FCO Services will form appropriate commercial agreements with other customers, based on negotiated Service Level Agreements.

4.5 Complaints Procedure

FCO Services shall operate a published complaints procedure, which is available to all customers.

4.6 Performance Review

Key performance indicators and associated targets covering the organisation's performance are agreed each year between the Minister and the CEO as a fundamental element of the Corporate Plan.

The agreed targets will be announced each year by means of a Ministerial Statement.

The performance indicators will be used to demonstrate to stakeholders that FCO Services provides value-for-money and is delivering efficient, effective service in line with customer requirements.

The indicators will be used as long-term measures of success so that comparison between reporting periods can be made.

The specific nature of individual indicators may change over time. Targets may include:

- Financial return;
- Customer satisfaction;
- Quality;
- Wider markets business volume; and
- Efficiency.

Independent evaluation will be undertaken as required by the National Audit Office.

5. Personnel Management and Pay

5.1 General

FCO Services staff are Crown employees working for the SOSFA within the FCO Services Trading Fund. All staff who are Home Civil Servants are subject to the Civil Service Management Code.

FCO Services will develop and maintain a Human Resources strategy that ensures its policies, procedures and practices enable it to recruit, train, develop, motivate and retain staff from all parts of the community in the numbers and with the skills and expertise required to meet its aims and objectives.

5.2 Status of Staff and Conditions of Service

The CEO of FCO Services has full authority for the day-to-day management of all staff working within FCO Services.

The CEO's authority includes responsibility for changes to the terms and conditions of Home Civil Servants employed in FCO Services, subject to consultation and/or negotiation with FCO Services Trade Unions. It excludes responsibility for setting and changing the terms and conditions (including pay) of members of the Senior Management Structure (SMS) and/or Senior Civil Service (SCS).

In exercising his or her authority for staff, the CEO has regard to guidance from the Cabinet Office, HM Treasury, the Civil Service Commissioners and best practice and developments within the wider Civil Service, including the FCO. To that end officers in FCO Services will continue to work closely with colleagues in the FCO.

Whilst the majority of staff are members of the Home Civil Service, some staff, as part of the FCO, may be members of the Diplomatic Service either through reserved rights or interchange with the FCO. Appropriate protocols have been developed with the FCO to cover the terms and conditions of Diplomatic Service Staff in FCO Services in accordance with the Diplomatic Service Order in Council.

5.3 Pay, Benefits, Grading and Workforce Strategy

The CEO has authority for pay bargaining under delegation from the FCO and is responsible for setting all terms and conditions for FCO Services staff below the SMS / SCS. This is carried out in accordance with HM Treasury and Cabinet Office pay remit policy and under the provisions of the Civil Service (Management Functions) Act 1992.

FCO Services' staff are covered by the Principal Civil Service Pension Schemes (PCSPS). Pension arrangements will continue to be provided through the FCO Authorised Pensions Administration Centre (APAC) and governed by a negotiated Service Level Agreement.

FCO Services is responsible for developing its own Workforce Strategy and for implementing appropriate headcount controls.

5.4 Movement of Staff between the FCO and FCO Services (Permeability)

Both the FCO and FCO Services are committed to the movement (permeability) of staff between the two organisations. Staff may, where they have the requisite skills, apply for posts in either organisation.

The mechanism for moving staff between the two organisations may, depending on the circumstances, involve a number of arrangements including:

- Permanent transfers (using the host organisation's usual recruitment process);
- Temporary loans;
- Secondments;
- Brokered moves.

Where staff move between the two organisations they will be required to fulfil the recruitment, promotion and/or progression requirement (e.g. passing an ADC and meeting the core competencies) of the host organisation.

5.5 Recruitment and Promotion

The CEO will be appointed by the SOSFA following open competition. FCO Services is responsible for all internal and external recruitment to posts within FCO Services, including the SMS / SCS. It will implement the recruitment policies, procedures and processes necessary to meet its business needs and in accordance with the requirements of the Civil Service Commissioners.

External recruitment will normally be through selection on merit on the basis of fair and open competition. Promotion will also be on merit.

Except in cases of urgency or where it is clear that the relevant skills are not available in-house, all jobs will be advertised both within the FCO and FCO Services before external recruitment is initiated. In the former case internal advertisement and external recruitment may be conducted simultaneously.

5.6 Staff Development and Performance Management

FCO Services will develop and maintain a Training and Development strategy to ensure that its staff have the appropriate skills necessary to ensure an efficient and cost-effective service to its customers. It will develop a Competency Framework that is both in line with Professional Skills for Government and its own business needs.

FCO Services is responsible for ensuring that it has robust performance management systems in place that include objective setting, staff appraisal and personal development processes for all staff, including SMS and SCS.

FCO Services is committed to retaining its LiP accreditation.

5.7 Employee Relations, Conduct and Discipline

FCO Services is responsible for promoting and ensuring good employee relations. In exercising this responsibility it will ensure that appropriate arrangements exist for consultation and/or negotiation with staff representatives and the Trade Union Side, particularly on issues relating to their terms and conditions of service.

The CEO has full powers in matters relating to the conduct and discipline of all employees. The full range of disciplinary sanctions are at the CEO's disposal including dismissal, demotion, loss of seniority, loss of pay, reprimands and restrictions on postings.

FCO Services is responsible for its own grievance and appeal procedures and staff retain the right to appeal to the Civil Service Appeal Board as permitted under the Civil Service Management Code.

5.8 Diversity, Welfare and Healthcare

FCO Services is committed to the principles of diversity and to providing all staff and customers with a safe working environment that is free from discrimination and harassment, promotes equality of opportunity and embraces difference in its widest sense.

FCO Services is committed to maintaining the well-being of its staff and will provide an efficient welfare service to meet their needs. It will support staff who are required to work overseas, including the provision of healthcare and emergency assistance. Where this is provided by the FCO, then the service will be governed by a Service Level Agreement between FCO Services and the FCO.

5.9 Provision of Services between FCO Services and the FCO

The provision of HR services by the FCO to FCO Services will be governed by Service Level Agreements that set out both standards and costs. These will be reviewed from time to time to ensure that they continue to meet the needs of both the FCO and FCO Services.

6. Health and Safety

6.1 Statutory Duties

The CEO is responsible for ensuring that health and safety statutory duties are met throughout FCO Services. FCO Services has a H&S Policy applicable to all staff, and operates an occupational health and safety management system to implement the policy effectively and appropriately in the organisation.

In particular FCO Services has a process for the ongoing pro-active assessment of risks, arising out of its diverse work environments and work activities, and the implementation of effective precautions and their associated risk control systems.

6.2 Reporting

FCO Services measures health and safety performance to judge the implementation and effectiveness of the arrangements for controlling risk. Health and Safety KPIs will be reported to the CEO, who will review the organisation's H&S management systems to ensure its continuing suitability, adequacy and effectiveness. FCO Services will include, in its annual report, a report on its health and safety performance.

7. Security

7. Security

FCO Services will comply with the FCO's security policy when operating within FCO buildings or on the FCO infrastructure.

FCO Services will refer to the FCO any security issues not covered by the FCO's security policy.

8. Framework Document: Review and Publication

8.1 Review Arrangements

The Framework Document will be reviewed by the FCO, in consultation with FCO Services, every three years. However, the Minister and the CEO may agree, at any time, to amend the Framework Document.

The Minister is responsible for consulting with all those concerned and for obtaining the agreement of HM Treasury to any changes.

8.2 Publication

Copies of this Framework Document, together with any subsequent amendment or versions, will be published and placed in the libraries of the House of Lords and the House of Commons. Additional copies can be obtained from the office of the CEO, FCO Services, or from the office of the Director General, Finance, FCO.

STATUTORY INSTRUMENTS

2008 No. 590

GOVERNMENT TRADING FUNDS

The FCO Services Trading Fund Order 2008

Made - - - -

3rd March 2008

Coming into force - -

1st April 2008

Whereas:

(1) It appears to the Secretary of State for Foreign and Commonwealth Affairs (“Secretary of State”) that—

- (a) the operations of the Foreign and Commonwealth Office that are referred to in article 2 of, and Schedule 1 to this Order, being operations for which he is responsible, are suitable to be financed by means of a fund established under the Government Trading Funds Act 1973⁽¹⁾ (“the 1973 Act”) and, in particular, to be so managed that the revenue would consist principally of receipts in respect of goods or services provided in the course of the operations; and
- (b) the financing of these operations by means of a trading fund would be in the interests of the improved efficiency and effectiveness of the management of the operations;

(2) The Secretary of State has taken such steps as appear to him to be appropriate to give an opportunity to such persons as appear to him to be appropriate to make representations to him and has laid before Parliament a report about the representations received and his conclusions;

(3) The Secretary of State has, in accordance with section 2 of the 1973 Act, with the concurrence of the Treasury, determined what Crown assets and liabilities are properly attributable to the operations and are suitable to be appropriated to the fund; and

(4) In accordance with section 6(2) of the 1973 Act, a draft of this Order has been laid before the House of Commons and has been approved by a resolution of that House.

Accordingly, the Secretary of State in exercise of the powers conferred by sections 1, 2, 2AA(1) and (2), 2A(1) and 2C(1) of the 1973 Act, with the concurrence of the Treasury, makes the following Order:

Citation and commencement

1. This Order may be cited as the FCO Services Trading Fund Order 2008 and shall come into force on 1st April 2008.

a) 1973 c.63, as amended by the Government Trading Act 1990 (c.30). The 1973 Act, as amended, is set out in Schedule 1 to the 1990 Act. The 1973 Act was further amended by section 119 of the Finance Act 1991 (c. 31), Schedule 22 to the Finance Act 1993 (c.34), section 29 of the Government Resource and Accounts Act 2000 (c. 20), and by section 108 of the Finance Act 2001 (c. 9).

Establishment of the Fund

2.— (1) A trading fund, to be known as the FCO Services Trading Fund (“the fund”), shall be established from 1st April 2008 for the operations of the Foreign and Commonwealth Office undertaken by FCO Services from that date.

(2) The operations of FCO Services described in Schedule 1 shall be financed by means of the fund.

Source of loans

3. The Secretary of State for Foreign and Commonwealth Affairs is designated as the source of issues to the fund by way of loan.

Assets, liabilities, reserves and public dividend capital

4.— (1) The Crown assets and liabilities set out in Schedule 2 shall be appropriated as assets and liabilities of the fund.

(2) The sum of £39,000, being part of the amount by which the values of those assets exceeds the amount of those liabilities, shall be treated as a revaluation reserve in the accounts of the fund, and the reserve so created shall be maintained as a revaluation reserve.

(3) The sum of £3,204,000, being part of the amount by which the value of those assets exceeds the amount of those liabilities shall be treated as public dividend capital.

Maximum borrowing etc.

5. The aggregate of the following shall not exceed £30,000,000—

- (a) the total outstanding at any given time in respect of amounts issued to the fund under section 2B of the Government Trading Funds Act 1973 (other than as originating debt); and
- (b) the total at that time constituting public dividend capital issued to the fund under section 2A(2A) of the Government Trading Funds Act 1973.

One of Her Majesty’s Principal Secretaries of State

1st March 2008

David Miliband
Secretary of State for Foreign and Commonwealth Affairs

We concur

3rd March 2008

Steve McCabe
Dave Watts
Two of the Lords’ Commissioners of Her Majesty’s Treasury

SCHEDULE 1

Article 2(2)

FUNDED OPERATIONS

The operations of FCO Services to be funded by the fund are—

- (a) the provision of any goods and services necessary to enable the operations of the Foreign and Commonwealth Office in the UK and overseas to function effectively, including the provision of technology and communication services, construction services, facility management, procurement and office administration services, consultancy, operations and maintenance services, logistics, technical material and advice, security and vetting services, translation and interpreting services and other goods and services as may be required;
- (b) the provision of these goods and services to other customers in the United Kingdom and overseas;
- (c) the carrying out of operations incidental, conducive, related or otherwise ancillary to the provision of the goods and services described above.

SCHEDULE 2

Article 4(1)

ASSETS AND LIABILITIES APPROPRIATED AS THOSE OF THE FUND

ASSETS

Information technology, communications and security equipment, office fittings and equipment, and vehicles, as at 1st April 2008, used or allocated for use in the funded operations.

Intangible assets, as at 1st April 2008, used or allocated for use in, or arising from, the funded operations.

Debtors, stocks and work in progress, as at 1st April 2008, in relation to the funded operations.

LIABILITIES

Creditors, provisions and accruals, as at 1st April 2008, in relation to the funded operations.

EXPLANATORY NOTE

(This note is not part of the Order)

This Order provides for the setting up from 1st April 2008 of a fund with public money under the Government Trading Funds Act 1973 for the operations of the Foreign and Commonwealth Office undertaken by FCO Services. This agency currently provides support necessary for British Government offices in the UK and overseas to operate effectively and will also seek to provide services to other customers in the UK and overseas.

The Order designates the Secretary of State for Foreign and Commonwealth Affairs, as the authorised lender to the fund. The Order also requires £39,000 to be treated and maintained as a revaluation reserve. It also provides for £3,204,000 (being part of the difference in value between the assets and the amount of liabilities of the fund) to be treated as public dividend capital of the fund.

A report setting out the results of a consultation exercise and an impact assessment of the establishment of the FCO Services Trading Fund have been produced separately and published in accordance with Cabinet Office guidance.

Annex B

Financial and Contractual Delegations

The Chief Executive Officer has powers delegated to him by HM Treasury and may exercise the following delegations:

Commit expenditure including all contractual commitments	Unlimited
Certify expenditure	Unlimited
Authorise payments	Unlimited
Accept receipts	Unlimited
Approve guarantees, indemnities or letters / general statements of comfort which could create a contingent liability	Unlimited *
Authorise write-offs, losses and/or special payments	Unlimited *
Dispose of surplus assets	Unlimited *
Authorise claims and/or ex-gratia payments	Unlimited *
Authorise contractors' claims (extra contractual payments)	Unlimited *
Pay compensation for personal injury in respect of FCO Services employees	Unlimited *
Incur capital expenditure (limit per project)	£5 million **
Borrowing limit	£30 million

All transactions must be within the delegated limits set out and within the terms of the Framework Document.

* Full delegation except in novel, contentious or repercussive cases under provisos set out in HM Treasury guidance "Managing Public Money".

** Subject either to internal funding being available or to an agreed loan.