CPANI The Commissioner for Public Appointments Northern Ireland

Partnership Agreement between The Executive Office (TEO) and The Commissioner for Public Appointments for Northern Ireland (CPANI)

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Introduction

1. The Partnership Agreement

1.1 This Document sets out the way the Commissioner and TEO will work together to ensure that effective corporate governance arrangements are in place and that the statutory remit to ensure the Commissioner's independence is fulfilled.

1.2 The partnership is based on a mutual understanding of strategic aims and objectives; clear accountability; and a recognition of the distinct roles of each party. Underpinning the arrangements are the principles set out in the NI Code of Good Practice **'Partnerships between Departments and Arm's Length Bodies'** which should be read in conjunction with this document. The principles which are laid out in the Code are as follows.

LEADERSHIP
Partnerships work well when Departments and Arm's Length Bodies demonstrate good leadership to achieve a shared vision and effective delivery of public services. Strong leadership will provide inspiration, instill confidence and trust and empower their respective teams to deliver good outcomes for citizens.
PURPOSE
Partnerships work well when the purpose, objectives and roles of Arm's Length Bodies and the sponsor department are clear, mutually understood and reviewed on a regular basis. There needs to be absolute clarity about lines of accountability and responsibility between departments and Arm's Length Bodies. In exercising statutory functions Arm's Length Bodies need to have clarity about how their purpose and objectives align with those of departments.

ASSURANCE
Partnerships work well when departments adopt a proportionate approach to assurance, based on Arm's Length Bodies' purpose and a mutual understanding of risk. Arm's Length Bodies should have robust governance arrangements in place and in turn departments should give Arm's Length Bodies the autonomy to deliver effectively. Management information should be what is needed to enable departments and Arm's Length Bodies to provide assurance and assess performance.
VALUE
Partnerships work well when departments and Arm's Length Bodies share knowledge, skills and experience in order to enhance their impact and delivery. Arm's Length Bodies are able to contribute to policy making and departmental priorities. There is a focus on innovation, and on how departments and Arm's Length Bodies work together to deliver the most effective policies and services for their customers.
ENGAGEMENT
Partnerships work well when relationships between departments and Arm's Length Bodies are open, honest, constructive and based on trust. There is mutual understanding about each other's objectives and clear expectations about the terms of engagement.

A full copy of the NI Code can be found at **Annex 6.**

1.3 The Commissioner and TEO are committed to:

- maintaining open and honest communication and dialogue;
- keeping each other informed of any issues and concerns, and of emerging areas of risk;
- acting at all times in the public interest and in line with the values of integrity, honesty, objectivity and impartiality.

The effectiveness of this Agreement and the associated Engagement Plan will be reviewed each year by both parties in order to assess whether it is operating as intended, and to identify any emerging issues/opportunities for enhancement. This can be carried out as part of existing governance arrangements. The

document will be reviewed formally at least once every three years to ensure it remains fit for purpose and up to date in the context of relevant governance frameworks. The formal review will be proportionate to CPANI office's size and overall responsibilities and will be published on the CPANI and TEO websites as soon as practicable following completion.

1.4 A copy of this agreement has been placed in the Assembly Library and is available on the CPANI and TEO websites.

Commissioner Establishment and Purpose

2. Background and Statutory Purpose

2.1 CPANI was established in 1995 following a recommendation of the Committee on Standards in Public Life (Nolan Report) and is intended to increase public confidence in the public appointments process. CPANI's functions are exercised within the framework set out in the Commissioner for Public Appointments (Northern Ireland) Order 1995 (as amended in 2001, 2008 and 2010).

3. Commissioner Status

3.1 For policy/administrative purposes, CPANI is classified as a statutory officer holder operating as an arm's length body (ALB) and is independent of Government and the Northern Ireland Civil Service (NICS). For national accounts purposes, the CPANI office falls within the TEO accounting boundary and is classified to the central government sector.

3.2 A Corporation Sole is a legal entity consisting of a single ("sole") incorporated office, occupied by a single ("sole") person. This allows corporations to pass seamlessly from one office holder to another (the next successor in office), giving the position legal continuity with subsequent office holders having identical powers to their predecessors.

4. Statutory Duties, Functions and Powers

4.1 The CPANI functions, duties and powers are set out in Article 3 of the 1995 Order i.e.,

- "The Commissioner shall, in a manner they consider best calculated to promote economy, efficiency and effectiveness in the procedures for making public appointments, exercise their functions with the object of maintaining the principle of selection on merit in relation to public appointments.
- The Commissioner shall prescribe and publish a code of practice on the interpretation and application by Departments of the principle of selection on merit for public appointments and shall adopt and publish from time to time such additional guidance to Departments as the Commissioner shall think fit.
- The Commissioner shall carry out an audit to review the policies and practices of Departments in making public appointments to establish whether the code of practice referred to in paragraph 2 is being observed.
- The Commissioner may require any Department to publish such summary information relating to selection for public appointments as they may specify in writing.
- The Commissioner may from time to time conduct an inquiry into the policies and practices pursued by a Department in relation to any public appointment or description of any public appointment".

The requirement to publish an annual report is set out in Article 4 of the 1995 Order i.e.,

"The Commissioner shall publish an annual report which shall include:

(a) information as to the application by Departments of the principle of selection on merit in relation to public appointments and as to the observance by Departments of the Code of Practice; and

(b) an account of the audit of policies and practices of departments in making public appointments."

Governance Arrangements

5. Organisational Status

5.1 CPANI is a Corporation Sole as only one Commissioner is appointed by the First Minister and deputy First Minister, acting jointly. Corporations pass from one office holder to the next successor in office, given the position legal continuity with subsequent officer holders having identical powers to their predecessors. There is no statutory requirement for an advisory board and there are no advisory boards in place.

5.2 CPANI is a legal entity in its own right operating at arm's length from the Department. As a legal entity it must comply with all associated legislation. Administrative support to CPANI is provided as necessary by TEO. As at April 2026, CPANI have 3 full time members of staff who are civil servants (1 Grade 7, 1 Staff Officer and 1 EO2) The manner in which this support is provided will be in agreement with CPANI.

6. Governance Framework

6.1 The Commissioner is designated Accounting Officer for CPANI by the Departmental Accounting Officer, with responsibilities laid out in Managing Public Money NI and their appointment letter. As Accounting Officer, the Commissioner is personally accountable for safeguarding the public funds for which they have charge; for ensuring propriety, regularity, and value for money in the handling of those public funds; and for the day-to-day operations and management required to deliver their legislative obligations.

6.2 The Commissioner has an established Corporate Governance Framework which includes governance structures, risk management and internal control arrangements. The Commissioner must provide assurance statements to the Department. The Senior Sponsor must be satisfied with these arrangements.

6.3 CPANI is required to follow the principles, rules, guidance and advice in Managing Public Money NI. A list of other applicable guidance and instructions which CPANI is required to follow is set out in **Annex 5**. Good governance should also include positive stakeholder engagement, the building of positive relationships and a listening and learning culture.

7. Audit

7.1 CPANI does not have an Audit and Risk Committee as they are not required to prepare accounts as they fall within the TEO accounting boundary.

7.2 The administrative, financial and governance functions of the CPANI shall fall within TEO's internal audit arrangements and will be audited in accordance with the Treasury's Public Sector Internal Audit Standards (PSIAS) updated by DAO (DoF) 02/17 published on 5 May 2017. Copies of all final internal audit reports will be copied to the TEO Departmental Accounting Officer (AO).

7.3 The Department's internal auditors will include CPANI within the Department's internal audit plan and they, or other nominated representatives, shall have access to CPANI's administrative files, systems, data etc., to enable them to provide the necessary level of assurance for the TEO Departmental AO to fulfil his responsibilities as set out in this document.

7.4 NI Audit Office officials also have access to all records as may be required for them to carry out examinations into the regularity and propriety of expenditure and the economy, efficiency and effectiveness with which resources have been used, as provided for in Articles 3 and 4 of the Audit and Accountability (Northern Ireland) Order 2003. CPANI shall comply with any relevant recommendations of the Public Accounts Committee or other Assembly authority which are accepted by the Executive whether specific to CPANI or of a more general application.

Principal Officer for Ombudsman Cases

7.5 CPANI does not fall within the remit of the NI Public Services Ombudsman.

Role of the Department

8. Partnership Working with CPANI

8.1 Arrangements between TEO and CPANI will be open, honest, constructive and based on trust, a mutual understanding of the Commissioner's remit, and a shared understanding of risks.

8.2 There is clarity on the terms and purpose of engagement between the Commissioner and the Department, and opportunities for exchange of skills and experience are considered along with opportunities for shared services.

8.3 The Department of Finance (DoF) has established, on behalf of the Assembly, a delegated authority framework which sets out the circumstances where prior DoF approval is required before expenditure can be incurred or commitments entered into. The TEO AO has established an internal framework of delegated authority for the Department and its ALBs which apply to CPANI (TEO Expenditure Approval Guidance (CG 01/22 | NICS Intranet). Other specific approval requirements established in respect of CPANI are set out at **Annex 3**.

8.4 Following discussion with the Commissioner on the requirements of the Office and once the CPANI budget has been approved by TEO, the Commissioner shall have authority to incur expenditure approved in the budget without further reference to the Department. Inclusion of any planned and approved expenditure in the budget shall not, however, remove the need to seek formal Departmental approval where proposed expenditure is outside the delegated limits (as laid out in **Annex 3**) or is for new schemes not previously agreed. Nor does it negate the need to follow due processes laid out in guidance contained in Managing Public Money NI and guidance on Expenditure Appraisal and Evaluation.

9. Lead Official

9.1 TEO has appointed a lead official at Grade 5 level to manage the relationship with the Commissioner. Day-to-day management of the relationship is via a Grade 7 in the Central Appointments Unit. Engagement between the Department

and the Commissioner will be coordinated, collaborative and consistent. This will be communicated to staff in both the Department and CPANI in order to promote mutual understanding and support.

9.2 The lead senior official is normally the policy lead for the policy area relating to Commissioner business and has a clear understanding of the Commission's remit and the relevant audiences/stakeholders involved.

9.3 The lead official will ensure that, where there are Departmental staff changes, time is taken to ensure they have a full understanding of the Commissioner's remit.

10. Annual Engagement Plan

10.1 The Department and CPANI will agree to an engagement plan before the start of each business year. The Annual Engagement Plan (example at **Annex 2**) will set out the timing and nature of engagement between CPANI and the Department. The engagement plan will be specific to the Commissioner and should not stray into operational oversight.

10.2 The Annual Engagement Plan will also reference the agreed management and financial information to be shared over the course of a year. The aim will be to ensure clear understanding of why information is necessary and how it will be used. Where the same, or similar information is required for internal governance, information requirements will be aligned so that a single report can be used for both purposes. In addition, the engagement plan should consider opportunities for actions which could help achieve better impact/outcomes.

11. Commissioner/ Appraisals

11.1 The Commissioner's annual appraisal will be completed by the TEO Grade 3 Senior Sponsor. In making arrangements for annual appraisals, the Department will consider the Commissioner's statutory remit, and sources of information/ evidence that demonstrate the Commissioner's impact and effectiveness.

12. Departmental AO

12.1 The Departmental AO is accountable to the NI Assembly for the issue of grant in aid to the Commissioner. They have designated the Commissioner as AO for CPANI and respective responsibilities of the Departmental AO and the CPANI AO are set out in Chapter 3 of Managing Public Money NI.

12.2 The Departmental AO may withdraw AO designation if they conclude that the Commissioner is no longer a fit person to carry out the responsibilities of an AO or that it is otherwise in the public interest that the designation be withdrawn. Withdrawal of AO status would bring into question their continued appointment as Commissioner.

12.3 The Commissioner is accountable to the Department/Minister for his/her stewardship of CPANI. This includes matters of financial propriety, regularity, prudent and economical administration, efficiency and effectiveness.

12.4 The Departmental AO must be informed in the event that the Commissioner is contemplating a course that would infringe upon the requirement for financial propriety, regularity, prudent and economical administration, efficiency or effectiveness. In all other regards, the Departmental AO has no day-to-day involvement with CPANI.

12.5 In line with DoF requirements, the CPANI AO will provide an annual declaration of fitness to act as AO to the Departmental AO.

13. IT Service Provision

13.1 The Commissioner's office will take all primary IT services from the NICS' shared IT service provider, IT Assist, where feasible. Divergence from NICS IT shared services must be discussed with the Departmental Business Relationship Manager (BRM) and Departmental IT Security Officer (ITSO).

13.2 The Commissioner's Office must adhere to all TEO, NICS and IT Assist IT policies and Service Level Agreements (SLA). A full list of IT Assist services, SLAs, IT Policies and key contacts are listed in Annex 7.

13.3 The BRM will manage the customer relationship with IT Assist, approve relevant IT requests, review Departmental funded projects that have a reliance on IT, provide advice on IT service adoption and represent the Commissioner's office at relevant NICS IT fora.

13.4 The (ITSO) will review requests and provide IT cyber security advice in the application of the NICS/TEO IT Security Policies, review Departmental funded projects that have a reliance on IT, provide advice on IT security adoption and represent the Commissioner's office at relevant NICS IT fora.

13.5 The Commissioner's office must keep the Departmental BRM and ITSO informed of any emerging IT-related risks and proposed organisational changes that may have an impact on IT Governance, IT Security or IT service provision.

13.6 The Department BRM and ITSO will be reviewed on at least an annual basis, to understand if these services can continue to be provided within the current TEO resources.

14 Attendance at Public Accounts Committee

14.1 The Commissioner may be summoned to appear before the Public Accounts Committee (as laid out in their AO appointment letter) to give evidence on the discharge of their responsibilities as AO on issues arising from Comptroller & Auditor General (C&AG) studies or reports following the annual audit of accounts. The Commissioner may also, on occasion, be called to give evidence to the Public Accounts Committee on such relevant issues arising within the C&AG's studies or reports, in relation to the role and actions taken by them, where appropriate.

14.2 In addition, the TEO AO may be summoned to appear before the Public Accounts Committee to give evidence on the discharge of their responsibilities as Departmental AO with overarching responsibility for CPANI. In such circumstances, the Departmental AO may therefore expect to be questioned on their responsibilities to ensure that:

- there is a clear strategic control framework for CPANI;
- sufficient and appropriate management and financial controls are in place to safeguard public funds;
- the designated AO is fit to discharge his/ her responsibilities;
- there are suitable internal audit arrangements;
- accounts are prepared in accordance with relevant legislation and any accounting direction; and
- intervention is made, where necessary, in situations where the CPANI AO's advice on transactions in relation to regularity, propriety or value for money are overruled.

Assurance Framework

15 Autonomy and Proportionality

15.1 TEO will ensure that CPANI has the autonomy to deliver its statutory remit effectively, recognising its status as a separate legal entity with its own governance arrangements.

15.2 A proportionate approach to assurance will be taken based on CPANI's statutory remit, the nature of its business, budget and associated risks. The approach will include an agreed process through which the CPANI AO provides written assurance to the Department that the public funds and organisational assets for which they are personally responsible are safeguarded, have been managed with propriety and regularity, and use of public funds represents value for money.

15.3 In addition to the CPANI AO's written assurance, the Department will take assurance from the Internal Audit assurance and External Quality Assessment of the Internal Audit function.

16. Internal Audit Assurance

16.1 The administrative, financial and governance functions of CPANI shall fall within TEO's internal audit arrangements and will be audited in accordance with the Public Sector Internal Audit Standards (PSIAS)

16.2 In the event that the internal audit function is contracted out CPANI shall ensure that TEO is satisfied that the contract specification for the internal audit service meets the requirements of PSIAS.

16.3 CPANI will ensure TEO's internal audit team have complete right of access to all relevant records. This applies whether the internal audit function is provided in-house or is contracted out.

16.4 CPANI will discuss with the Department any less than satisfactory audit reports at the earliest opportunity on an ongoing basis. CPANI and the Department will then engage closely on actions required to address any less than satisfactory reports in order to move CPANI to a satisfactory position as soon as possible.

17. Externally Audited Annual Report and Accounts

17.1 External Audit Services for CPANI are provided by NIAO as CPANI sits within the TEO Accounting Boundary.

17.2 The C&AG may carry out examinations into the economy, efficiency and effectiveness with which CPANI has used its resources in discharging its functions. The C&AG may also carry out thematic examinations that encompass the functions of CPANI.

17.3 For the purpose of audit and any other examinations, the C&AG has statutory access to documents as provided for under Articles 3 and 4 of the Audit and Accountability (Northern Ireland) Order 2003.

Signatories

CPANI and TEO agree to work in partnership with each other in line with the NI Code of Good Practice **'Partnerships between Departments and Arm's Length Bodies'** and the arrangements set out in this Agreement.

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Signed 

Date 15 May 2026

Claire Keatinge – Commissioner for Public Appointments for Northern Ireland



Signed (Department)

Date 15 May 2026

Gary Fair, TEO Director of Corporate Services

Annex 1 – Applicable Legislation

List the founding legislation and other key statutes which provide CPANI with its statutory functions, duties and powers.

- The CPANI is a statutory office holder established by The Commissioner for Public Appointments (NI) Order 1995 as amended by The Commissioner for Public Appointments (Amendment) Order (NI) 2001, 2008 and 2010.

Annex 2 –Annual Engagement Plan

Good engagement is one of the key principles in the Partnership Code, underpinning the other principles of: Leadership; Purpose; Assurance and Value.

As laid out in the Code, partnerships work well when relationships between departments and ALBs are open, transparent, honest, constructive and based on trust and when there is mutual understanding of each other's objectives and clear expectations about the terms of engagement.

The template provided outlines the key areas of engagement between Departments and all ALBs and should be tailored/amended to reflect the particular circumstances of bodies that are Corporation Soles.

Engagement Plan 2025/26 & 26/27		
Strategic Planning		
Activity	**Date**	**Lead Departmental/ALB Official**
ALB Strategic Planning and identification of areas of strategic interest to the Department	Sufficiently well in advance to inform development of the Business Plan for the year ahead	Commissioner and TEO Lead Official.
Engagement on the draft Business Plan	Annual review of the draft Business Plan by end March of each financial year. Quarterly review of delivery to be conducted in June (Q1), September (Q2), December (Q3) and March (Q4).	Commissioner and TEO Lead Official.

Joint Working		
Activity	**Frequency/Timing**	**Lead Departmental/ALB Official**
Delivering Public appointment practitioners training.	As required.	TEO/CPANI and CAL.
Delivering Public appointment workshops.	As required.	CPANI and TEO.
Assurances Add details of the timetable for submission of key assurance sources and any other assurance related activity		
Action	**Date**	**Lead Departmental/ALB Official**
Audit and risk assurance arrangements	As there is no ARAC for CPANI. CPANI submits our risk register to TEO with quarterly assurance reporting.	CPANI and TEO Lead Official.
Assurance Statement	Quarterly in June (Q1), September (Q2), December (Q3) and March (Q4).	CPANI and TEO Lead Official.
Annual Report	Published no later than June of each financial year- subject to Commissioner in post **(N.B) A copy of the annual report should be provided to FM and dFM at least 2 weeks prior to publication.**	CPANI
Internal Audit Plans and Opinions	The administrative, financial and governance functions of	CPANI and TEO lead official.

	the CPA shall fall within TEO's internal audit arrangements and will be audited in accordance with the Treasury's Public Sector Internal Audit Standards (PSIAS) updated by DAO (DoF) 02/17 published on 5 May 2017. Copies of all final internal audit reports will be copied to TEO's DAO.	
Budget Management Add details of the information and returns to be provided.		
Item and Purpose	**Date**	**Lead Departmental/ALB Official**
Engagement on budget requirements and Forecast Expenditure for the Financial Year	(Monthly) Ongoing and in line with Monitoring Round Submissions.	CPANI and TEO Lead Official.
Departmental approval of the annual budget	Annually	CPANI and TEO Lead Official.
Monthly Financial Management Returns	Monthly	CPANI and TEO Lead Official.
Monthly Cash Forecast	Monthly	CPANI and TEO Lead Official.
Monitoring Round Returns	Quarterly	CPANI and TEO Lead Official.
Provisional Outturn	Annually (April)	CPANI and TEO Lead Official.
Final Outturn	Annually (May)	CPANI and TEO Lead Official.

Other Tailor as required to reflect the specific requirements		
Item and Purpose	**Submission Date**	**Lead Departmental/ALB Official**
Sponsorship and Accountability meetings	Two formal sponsorship and accountability meetings will be held each year with other ad hoc meetings at the request of the Sponsor Division in TEO and CPANI.	TEO lead official and CPANI
Accounting Officer – Fitness to Act as Accounting Officer	Periodic (Quarterly via assurance statement) request from the departmental Accounting Officer	CPANI and TEO Lead Official.
Fraud Reporting	Immediate reporting of all frauds (proven or suspected/ attempted fraud	Department will report frauds immediately to DoF and C&AG. Annual fraud return commissioned by DoF on fraud and theft suffered by CPANI.
Media management protocols –arrangements to share press releases where relevant – ensure no surprises.	As required taking account of the independence of the Commissioner to engage with the media on corporate and policy communications.	CPANI and TEO Lead Official.

Preparation of business cases – departments and ALBs to consider working together to share expertise where appropriate.	As required.	CPANI and TEO Lead Official.
Whistleblowing cases/ Raising Concerns.	Immediate Reporting of all whistleblowing case and concerns raised.	CPANI and TEO Lead Official.

Review of the Partnership Arrangement Tailor as required to reflect the specific requirements		
Item and Purpose	**Date**	**Lead Departmental/ALB Official**
Light touch review of the Partnership Agreement	Schedule following the end of the Business Year	CPANI and TEO Lead Official.
Formal review of the Partnership Agreement	Once every three Years	CPANI and TEO Lead Official.

Annex 3 – Delegations

Delegated authorities

CPANI shall obtain the Department's prior written approval before:

- entering into any undertaking to incur any expenditure that falls outside the delegations or which is not provided for in the ALB's annual budget as approved by the Department;
- incurring expenditure for any purpose that is or might be considered novel or contentious, or which has or could have significant future cost implications;
- making any significant change in the scale of operation or funding of any initiative or particular scheme previously approved by the Department;
- making any change of policy or practice which has wider financial implications that might prove repercussive or which might significantly affect the future level of resources required; or
- carrying out policies that go against the principles, rules, guidance and advice in Managing Public Money Northern Ireland.

CPANI Specific Delegated Authorities, net of VAT

Arms Length Body	Good and Services	Capital	ICT projects	External Consultancy	DAC
Commissioner for Public Appointments for NI	£30k	£NIL	£10k	£5k	£30k

TEO's Expenditure Approval Guidance (currently CG 01/22) refers: CPANI may (subject to budget availability), approve expenditure up to the limits listed without recourse to the Department. Sponsor branch must review and approve business cases of the Commission for expenditure above these delegated limits. In addition to the specific delegations, the Commission's expenditure decisions must be considered against the categories listed in Table 1 of TEO Expenditure Approval Guidance (CG 01/22) as

further TEO, Ministerial or DOF Supply approvals may also be necessary. The Commission's expenditure proposals which require Departmental Accounting Officer approval should have prior approval from the Commission's Accounting Officer.

VAT should be excluded when considering these limits. As CPANI resides within the accounting boundary VAT should be recoverable by TEO and therefore the limit will apply to the expenditure net of VAT.

ALB Accounting Officers can approve DACs up to the delegations set out in TEO's Expenditure Approval Guidance (currently CG 01/22), with the exception of external consultancy DACs. All external consultancy DACs and others above those delegated authorities must also be approved by the Departmental Accounting Officer.

CPD advice must also be secured for all contracts directly awarded over £10k (and **all** external consultancy DACs).

It is important to note that where an individual expenditure decision falls within more than one delegation authority, the requirements of the lowest limit will apply. For example, if the decision related to ICT expenditure which was also considered to be external consultancy, the lower external consultancy delegation would apply, rather than the ICT delegation.

NICS Digital, Security & Finance Shared Services

As outlined in DAO 06/15 (see link in CG 01/22) there is now a requirement for NDPB's to work with NICS Digital, Security & Finance Shared Services (DSF), (formally Enterprise Shared Services) to consider the extension of shared service coverage. The default position should be to make use of the DSF shared services wherever possible.

Public bodies must consider at an early stage, and in consultation with DSF, whether the DSF shared services offer is a viable alternative. This option should be appraised in all relevant business cases.

Business Case Log

The Commission must record business case information on a spreadsheet and provide assurance through their quarterly assurance statements on the completeness and accuracy of the business case data provided.

Post Project Evaluation (PPE) Requirements

TEO Expenditure Approval Guidance (currently CG 01/22) provides guidance on PPEs which should be completed in accordance with appraisal guidance requirements as soon as possible after project closure and no later than six to twelve months from this date. Templates are provided in CG 01/22 to aid the completion of the PPE.

Procurement Control Limits

The Commission must adhere to public sector procurement requirements.
The current Procurement Policy Note below is mandatory for the Commission:

Master Copy PPN 04 21 - Procurement Control Limits.pdf

These delegations shall not be altered without the prior agreement of the department and, where applicable, DoF.

Annex 4 – Concerns/Complaints in respect of the Corporation Sole

In line with the NI Code of Good Practice and the arrangements in this Agreement the approach to concerns/complaints raised in respect of the Commissioner should be transparent and collaborative. The principle of early and open engagement is important, with the Department made aware of any concerns/complaints as soon as practicable.

While Commissioners are office holders rather than employees an employee may utilise CPANI's grievance procedure/other HR procedure to raise a complaint against the Commissioner. The CPANI employee raising the grievance should expect this to be handled in line with CPANI HR procedures.

Concerns/complaints might also be raised through:

- Raising Concerns/Whistleblowing arrangements;
- Complaints processes;
- Directly with CPANI or the Department.

Where a concern/complaint is received within CPANI in respect of the Commissioner the Department should be notified at the earliest opportunity in order for the Department to determine the approach to handling the complaint/concern.

Annex 5 – Applicable Guidance

The following guidance is applicable to CPANI

Guidance issued by the Department of Finance

- Managing Public Money NI
- Public Bodies – A Guide for NI Departments
- Corporate Governance in central government departments – code of good practice
- DoF Risk Management Framework
- HMT Orange Book
- The Audit and Risk Assurance Committee Handbook
- Public Sector Internal Audit Standards
- Accounting Officer Handbook – HMT Regularity, Propriety and Value for Money
- Better Business Cases NI guidance (or the superseded NI Guide to Expenditure Appraisal and Evaluation for projects already initiated under that guidance)
- Dear Accounting Officer Letters
- Dear Finance Director Letters
- Dear Consolidation Officer and Dear Consolidation Manager Letters
- The Consolidation Officer Letter of Appointment
- Government Financial Reporting Manual (FReM)
- Guidance for preparation and publication of annual report and accounts
- Procurement Guidance

Other Guidance and Best Practice

- Specific guidance issued by the Department
- EU Delegations where appropriate
- Recommendations made by the NI Audit Office/NI Assembly Public Accounts Committee

- NIAO Good Practice Guides
- Guidance issued by the Executive's Asset Management Unit
- NI Public Services Ombudsman guidance
- TEO Expenditure Approval Guidance (currently CG 01/22)
- TEO Raising Concerns Policy
- TEO Fraud Prevention Policy and Fraud Response Plan

Annex 6 – NI Code of Good Practice

NI Code of Good Practice



Code of Good Practice 2023 - print f

Annex 7 – IT Services, IT Policies and IT Contacts

NICS Shared IT Services and related SLAs:

- Digital Operations Service Catalogue | NICS Intranet
- IT Assist Service Level Agreement | NICS Intranet

IT Policies:

IT policies are listed:

http://nics.intranet.nigov.net/execoffice/articles/it-policies-and-procedures

Policies will be updated on a regular basis.

These are key policies for everyday use:

- NICS Mobile Device Security Policy | NICS Intranet
- NICS Use of Generative Artificial Intelligence (AI) | NICS Intranet

IT Contacts (as at April 2026):

Role	Name	Email Address
Business Relationship Manager	Tom Keatings	Tom.Keatings@executiveoffice-ni.gov.uk
IT Security Officer	Martin Gilmore	ITSO@executiveoffice-ni.gov.uk
IT Service Requesting	N/A	ITRequests@executiveoffice-ni.gov.uk
Head of Digital Services Unit	Elaine Donnell	Elaine.Donnell@executiveoffice-ni.gov.uk
IT Assist Helpdesk	N/A	itasssist@nigov.net ext 155 03001234155