

# Framework for the Industrial Strategy Council

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## 1. Introduction

- 1.1. This framework document was approved by the Department for Business, Energy and Industrial Strategy (BEIS) and HM Treasury (HMT). The Industrial Strategy Council (IS Council) members are expected to be familiar with the Framework Document including the Seven Principles of Public Life.
- 1.2. This document must be reviewed and, if necessary, revised by no later than July 2021. It may be reviewed at any time prior to this. An earlier review must take place if there is a significant change in government policy relating to the business of the IS Council or a change in Chair of the IS Council. The review should be undertaken jointly by the IS Council and the BEIS and HMT.

## 2. The Industrial Strategy Council's Terms of Reference

- 2.1. The IS Council is an independent non-statutory advisory group set up to develop measures of success for, and assess the progress of, the government's Industrial Strategy.
- 2.2. The IS Council was announced by the Industrial Strategy White Paper and is a result of the Green Paper consultation, in which many businesses, universities and other stakeholders proposed that the Industrial Strategy needs to have clear measures of success, and an ongoing mechanism to evaluate progress.

### IS Council's role

- 2.3. The Council will:
  - a) Recommend a series of success measures for the implementation of the Industrial Strategy White Paper;
  - b) Comment on delivery against these measures and their contribution to UK economic growth;
  - c) Comment on ways to improve the measurement of success, particularly in terms of productivity and the better use of data across government;
  - d) Comment on the effectiveness of evaluation of the impact of the Industrial Strategy programme and make recommendations where necessary;
  - e) Publish a regular public report assessing progress on implementation of the Industrial Strategy against success measures and on ways to improve measurement and evaluation.
- 2.4. The IS Council will work closely with relevant Government Departments, their agencies and other advisory committees to ensure that the IS Council's work programme does

not overlap with their work. Its scope **does not** include commenting on fiscal policy or tax measures, or making public policy recommendations to Government.

#### Membership

- 2.5. The IS Council will be formed of voluntary members drawn from leading business men and women, investors, economists, and academics with expertise from across the full spectrum of areas of activity covered by the UK Industrial Strategy. A Chair will be appointed to oversee the work of the Council.
- 2.6. Additional experts may be invited to review aspects of the Strategy according to need but core membership will remain the same for an initial three-year period.

#### Work programme

- 2.7. The IS Council will meet three to four times a year and it will agree its annual work programme and priorities with BEIS and HMT. The Chair will meet annually with the Secretary of State for Business, Energy and Industrial Strategy and the Chancellor to discuss its work programme and progress.

#### Governance

- 2.8. The IS Council Chair and its members will join by invitation from the Secretary of State for Business, Energy and Industrial Strategy.
- 2.9. The IS Council will be supported by a secretariat. Council members will be asked where possible to provide working level support from their organisations, in the form of secondees, research associates or pro-bono think tank or consultancy assistance, to work alongside the secretariat.

### **3. Summary of governance arrangements**

- 3.1. The IS Council is a non-statutory, non-time limited group established by BEIS. The role and remit of the IS Council is determined by the Secretary of State for Business, Energy and Industrial Strategy and the Chancellor and set out in the terms of reference above.
- 3.2. The Sponsor for the IS Council is the Director of Industrial Strategy, BEIS. The Sponsor will advise and, where appropriate, act on behalf of Ministers and the Accounting Officer in respect of their responsibility for the scrutiny and oversight of the IS Council.
- 3.3. The IS Council is supported by a Secretariat that is comprised of BEIS civil servants. The IS Council and the Secretariat will comply with Government and BEIS corporate policies and guidance (for example on financial management, procurement, human resources,

information management and security) unless specific exceptions are made by BEIS and notified to the IS Council.

#### **4. The Sponsor's responsibilities**

- 4.1. The Sponsor's responsibilities include:
  - a) Promoting and safeguarding the independence of the IS Council and maintaining an appropriate distinction between the Sponsor's other responsibility within BEIS and the sponsorship of the IS Council;
  - b) Ensuring an open and constructive relationship between BEIS and the IS Council;
  - a) Ensuring that the IS Council is informed of relevant Government policy in a timely manner; and
  - c) Ensuring that the IS Council can operate within its Terms of Reference.
- 4.2. The Sponsor can attend the IS Council meeting as an observer.

#### **5. Responsibility and role of the Chair**

- 5.1. The Chair of the IS Council is invited for a period of up to three years. There is a strong presumption that no individual should serve in any one post for more than two terms (six years).
- 5.2. The Chair is invited on a personal basis, even if he/she is a member of one or more other bodies. If the Chair declares an organisation's view rather than a personal view, he/she should make it clear at the time of declaring that view.
- 5.3. The Chair is expected to attend all the IS Council meetings. If he/she is unable to attend at short notice, he/she will nominate a deputy from existing members to act as Chair.
- 5.4. The Chair has responsibility for providing effective leadership of the IS Council and:
  - a) Setting the strategic direction of the IS Council;
  - b) Overseeing the operation and output of the IS Council (in collaboration with the Secretariat);
  - c) Ensuring that every member of the IS Council has the opportunity to be heard and that no view is overlooked or ignored;
  - d) Ensuring that the IS Council meets at appropriate intervals;
  - e) Ensuring that any significant diversity of opinion among the IS Council members is fully explored and discussed;
  - f) Ensuring that the IS Council operates under a presumption of openness;

- g) Representing the IS Council to the public and the media as arranged by the Secretariat. The Chair will have the responsibility of speaking on behalf of the IS Council to the press or of being interviewed by journalists and broadcast media;
- h) Reporting the IS Council's advice to Government; and
- i) Ensuring the IS Council acts in accordance with this Framework Document and with BEIS corporate policies and guidance except where an exception is notified in accordance with this document.

5.5. As a member of the IS Council, the Chair also shares the responsibility of Members set out in section 6 (Role of the members).

## 6. Role of the members

- 6.1. Members of the IS Council are invited for a period of up to three years. There is a strong presumption that no individual should serve in any one post for more than two terms.
- 6.2. Members of the IS Council are appointed as individuals to fulfil the role of the IS Council, not as representatives of their particular profession, employer or interest group. Members are appointed on a personal basis, even when they may be members of other bodies. If a member declares an organisation's views rather than a personal view, he/she should make it clear at the time of declaring that view.
- 6.3. Members are expected to attend the majority of the IS Council meetings and deputies cannot attend in their place.
- 6.4. All members, including the Chair, have the responsibility of:
  - a) Attending and contributing at the IS Council meetings;
  - b) Examining and challenging, if necessary, the assumptions on which advice is formulated;
  - c) Ensuring that the IS Council has the opportunity to consider the available evidence on a given issue and any contrary views;
  - d) Acting with the presumptions of openness, and
  - e) Ensuring that they act in accordance with this Framework Document.

### Code of conduct (public service values)

- 6.5. All members of the IS Council are expected to follow public services values, for example:
  - a) Following the Seven Principles of Public Life set out by the Committee on Standards of Public Life (see Annex);

- b) Not misusing information gained in the course of their activity for the IS Council for personal gain or for political purpose, nor seeking to use of their activity for the IS Council to promote their private interests or those of connected persons, firms, businesses or other organisations.

6.6. All members must be familiar with this Framework Document, the function and role of the IS Council, and relevant statements of Government policy regarding issues that stem from the IS Council's advice.

## **7. The Industrial Strategy Council Secretariat**

### The Role

- 7.1. The primary function of the Secretariat is to support the IS Council and its members by arranging and minuting meetings; facilitating and coordinate the production of reports and correspondence; and paying expenses on an ad-hoc basis. The Secretariat will also advise the IS Council on process and procedure in its relationship with government.
- 7.2. The Secretariat will bring emerging relevant issues in government to the attention of the IS Council so as to inform the work programme. It will, as far as it reasonably possible, identify all relevant and appropriate information and ensure that it is made available to the IS Council.
- 7.3. The Secretariat will ensure that the proceedings of the IS Council are properly documented.
- 7.4. The Secretariat will be an impartial reporter, at all times respecting the IS Council's independence.
- 7.5. As BEIS Civil Servants, the Secretariat staff will comply with all BEIS and Government-wide corporate policies and guidance.

### Responsibilities of the Head of the Industrial Strategy Council Secretariat

- 7.6. The Head of the IS Council Secretariat is responsible for the management of public funds; for ensuring propriety and regularity in the handling of those public funds; and for the day-to-day operations and management of the IS Council Secretariat.

## **8. Working arrangements**

### Workplan

- 8.1. The IS Council will meet three to four time a year and it will agree its annual work programme and priorities with BEIS and HMT.

- 8.2. The workplan will set out what the IS Council will deliver and by when, taking account of the IS Council's capacity to deliver. However, the Government may at any time ask the IS Council to change the current workplan against emerging priorities.

Engagement with the Secretary of State and the Chancellor

- 8.3. Communications on IS Council matters between the IS Council and the Secretary of State for BEIS and Chancellor, or other Ministers where necessary, will usually be through the Chair, except where the Chair or the IS Council has agreed that an individual member should act on its behalf. In such cases both the Secretariat and the Chair should be informed, and the latter should inform the rest of the IS Council.

How advice from the IS Council will be presented

- 8.4. Upon completion of a report, the IS Council will send its report to the Secretary of State and the Chancellor. The advice of the IS Council will be objective, evidence-based and independent of the Government.
- 8.5. Advice will be given clearly and, wherever possible, in terms that can be understood by a lay person.
- 8.6. The IS Council should not seek unanimity at the risk of failing to recognise different views on a subject. Any significant diversity of opinion among the IS Council members will be recorded and published with the advice to the Government.
- 8.7. Reports and advice that are published will include sufficient details such that anyone scrutinising the work of the IS Council can identify the background information used and identify any assumptions made or criteria applied.

Publications

- 8.8. The IS Council will publish a regular report assessing progress of implementation on the Industrial Strategy against success measures and on ways to improve measurement and evaluation.
- 8.9. Reports should include methodology used, a review of the research commissioned, and details of corporate partners consulted.
- 8.10. The IS Council should seek agreement from the Secretary of State for BEIS and the Chancellor to publish any additional reports relevant to its current or possible future remit.



Communications with the media

- 8.11. The Chair of the IS Council will be the spokesperson for any contact with the media unless other specific arrangements have been made by the Chair and Secretariat.
- 8.12. If a member of the IS Council receives an approach for an interview on behalf of the IS Council the request should be referred to the Secretariat for advice where possible.
- 8.13. If a member is speaking or writing in a personal or professional capacity to the media (which he/she is entitled to do) and he/she is identified as a member of the IS Council, it should be made clear that the individual's view is not necessarily that of the IS Council.
- 8.14. Members should avoid public comments of a party-political nature on matters relevant to the work of the IS Council, as the advice of the IS Council to Government must be seen as impartial.
- 8.15. All media inquiries to members, any media appearances and any request for articles, letters or other comments should beforehand, when relevant to IS Council business, should be routed through the Secretariat, who will liaise with the BEIS press office and the Chair.

Confidentiality of papers

- 8.16. The IS Council will operate in an open and transparent way. If documents are produced for eventual public release, they should not be disclosed until they have been formally released by the IS Council.

Policy on openness and transparency

- 8.17. The IS Council will operate with a presumption of openness.
- 8.18. The IS Council will make public (through publication of its website), and will continue to make public:
- a) Details of the IS Council's terms of reference and its Framework Document;
  - b) Membership of the IS Council;
  - c) Minutes (after they have been formulated and agreed by the IS Council);
  - d) Formal reports and statements made by the IS Council; and
  - e) Contact points for the Secretariat.
- 8.19. Minutes of all the IS Council meetings will be taken. These will reflect the proceedings and discussions that take place and will be recorded on a non-attributable basis, except where the views of one or more members need to be recorded (for example when declaring an interest).

- 8.20. Wherever possible, reports from the IS Council will be placed in the public domain when they are submitted to the Government. Where advice cannot be made public or cannot be made public for a period, this will be explained. It is not anticipated that there will be many occasions when there is a need to withhold information, but some examples include:
- a) When there is a specific and significant risk that doing so would prove commercially or financially sensitive; or
  - b) Where studies are sensitive in security terms.

## **Annex**

### **The Seven Principles of Public Life**

#### **Selflessness**

Holders of public office should act solely in terms of the public interest.

#### **Integrity**

Holders of public office must avoid placing themselves under an obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

#### **Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

#### **Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

#### **Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for doing so.

#### **Honesty**

Holders of public office should be truthful.

#### **Leadership**

Holders of public office should exhibit these principles in their own behavior. They should actively promote and robustly support the principles and be willing to challenge poor behavior wherever it occurs.