



The Commissioner for
Public Appointments

Annual Report

2011-12

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1 Commissioner's Foreword



When I took up my appointment as Commissioner for Public Appointments in April 2011 I was asked to review the existing regulatory system with a view to making it more proportionate and principles based. Much of the year covered by this report, my first as Commissioner, has been taken up with that work.

I spent the first part of the year consulting widely about how the system should be changed. I found a widespread view that a great deal had been achieved since 1995, when my office was established, in ensuring that public appointments were made on merit following an open and fair process. But over those years the rules governing public appointments had become too complex and many felt this was encouraging a “tick-box” mentality which was getting in the way of attracting and appointing the best candidates.

From April 2012 I have, therefore, introduced a substantially reformed system with three main elements. First, I have reduced to a minimum the prescription in the previous system, focussing on the core principles of fairness, openness and merit. My Code of Practice, which sets down the basic requirements, is now just 8 pages long. Secondly, I have put a renewed emphasis on getting the best outcome from a strong and diverse field. That is now more important than obeying a lot of detailed rules. Thirdly, I have put the first responsibility for compliance on Departments themselves. It is no longer a requirement that an approved independent assessor should sit on appointment panels, except for the most important. I will increase the importance of compliance monitoring to assess whether Departments are meeting their obligations.

My intention is that this will be at least as rigorous a system as the previous one in improving Departmental performance and practice. It enables me, as Commissioner, to focus on what I believe are the big questions in any recruitment: how was the role defined and advertised?; did it produce a strong and diverse field of candidates?; were the candidates treated fairly throughout the process?; and did the final choice of appointable candidate meet successfully the requirements of the role as originally set out? It will no longer be enough for Departments to say they ticked all the process requirements. The real test will be whether a fair and transparent process led to a successful outcome.

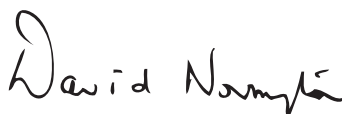
The year covered by this report provides the baseline against which this new system will eventually be judged. The last audit of the old system, reported on later, has also helped us to focus our efforts in the transition to the new system, both in supporting particular Departments to improve their capability and in developing our general programme of induction. We are currently in the process of letting a new contract for monitoring compliance, which will enable us to judge how the new Code of Practice is bedding in.

A key feature of the new Code of Practice is to require, not only that appointable candidates are chosen on merit, but that the selection should, wherever possible, come from strong and diverse fields of candidates. It will be my intention, as the new Code of Practice is established, to focus particularly on this requirement, to examine what efforts have been made by Departments to attract the widest range of candidates and to look particularly at the appropriateness of appointments, where a field is small and/or non-diverse. The need for this focus is illustrated by the figures on diversity in public appointments published later in this report. They show that there has been very limited progress in broadening the types of people appointed to public bodies over a 10 year period. In 2011/12, just under 34% of appointments to public bodies were women, a proportion that has hardly changed over a decade and is substantially worse than the 39% achieved in 2001/2 and 2002/3. These are, of course, figures that would be remarkable if they were achieved in the private sector. But I suggest that in public bodies, which exist to serve the public and are funded by the taxpayer, they are not good enough. On present performance it certainly does not look as though the Government's aspiration of 50% of new appointments being women by 2015 can be achieved.

Stepping up performance in this area will be one of the key roles for the new Centre for Public Appointments, set up by the Cabinet Office, to lead and coordinate Government efforts to improve capability in public appointments across Government. This was one of the recommendations of my review of the public appointments system and it is a key part of Government Departments themselves accepting responsibility for improving the way in which they make public appointments. I warmly welcome the Government's decision to establish the Centre but the job now is for the Centre to establish itself quickly and to raise its influence and profile across Government.

I want to thank the Secretariat which has supported me so ably over the past year. In a year when we held widespread consultations, issued a new Code of Practice, recruited 14 new Public Appointment Assessors and ran a major induction programme to the new system both for new Assessors and for Government Departments, I know only too well how much work fell on a small number of people and how well those people responded to the challenge and timescale. I am particularly grateful to Leila Brosnan, who shouldered a lot of the work and without whom the development of, and transition to, the new system, would not have been possible. I am also grateful to the 160 Independent Public Appointment Assessors, whose term of office, as part of the reform of the system, came to an end on 31 March 2012. They can take great pride in their contribution over many years to ensuring that public appointments are made on merit after a fair and open process.

Finally, it is worth emphasising one single fact, which for me stands out from the report. Last year there were 1740 appointments and reappointments to public bodies as diverse as the Nuclear Decommissioning Authority and the Homes and Communities Agency. We depend upon the quality and commitment of these people for the quality of our wide range of public bodies and the public services we provide. That is why we need Government Departments who have the capability and professionalism to attract the widest field of candidates and to make the best possible appointments. It is not, as some occasionally seem to think, a peripheral activity. It is central to the effectiveness of public service and governance in England and Wales.



Sir David Normington

Commissioner for Public Appointments

2 The role of the Commissioner

2.1 What does the Commissioner do?

The Commissioner for Public Appointments regulates and reports on those Ministerial appointments to public bodies and statutory office that fall within his remit. The Commissioner is independent: neither part of the Government or the Civil Service. He is appointed by the Queen under an Order in Council.

His remit is to promote economy, efficiency, effectiveness, diversity and equality of opportunity in the procedures for making public appointments, with the object of maintaining the principle of selection on merit after a fair, open and transparent process.

2.2 How does the Commissioner regulate public appointments?

The Order in Council sets out which public appointments the Commissioner regulates. The types of public bodies currently regulated include:

- Executive non-Departmental public bodies
- Advisory non-Departmental public bodies
- Certain health bodies (not Foundation Trusts)
- Public corporations
- Public broadcasting authorities
- Certain utility regulators
- National Park Authorities in England and Wales
- Conservation Boards of Areas of Outstanding National Beauty
- Certain non-Ministerial Departments.

The Order in Council requires the Commissioner to publish a Code of Practice on the interpretation and application of the principle of selection on merit for public appointments. Appointing authorities are required to have regard to and comply with the Code of Practice in making public appointments. The Commissioner published a new Code of Practice in November 2011 which came into effect on 1 April 2012.

In addition to publishing a Code of Practice, the Commissioner regulates public appointments by issuing additional guidance, investigating complaints, conducting regular audits, issuing an Annual Report, and from April 2012, ensuring Public Appointments Assessors recruited and accredited by him chair selection panels for the chairs of all public bodies within his remit and a small number of equivalent statutory office holders. More detail on the new Code of Practice and the role of Public Appointment Assessors can be found in the following chapter.

2.3 The previous Code of Practice to March 2012

Appointments and reappointments for the period covered in this Annual Report were made under the previous Code of Practice. That Code was underpinned by Seven Principles which came from the recommendations made by the Committee on Standards in Public Life chaired by Lord Nolan in 1995. They were:

1. *Ministerial Responsibility*. The ultimate responsibility for appointments is with Ministers.
2. *Merit*. All public appointments must be governed by the overriding principle of selection based on merit, by the well informed choice of individuals who, through their abilities, experience and qualities, match the need of the public body in question.
3. *Independent Scrutiny*. No appointment must take place without first being scrutinised by an independent panel or by a group including membership independent of the Department filling the post.
4. *Equal Opportunities*. Departments should sustain programmes to deliver equal opportunities principles.
5. *Probity*. Members of public bodies must be committed to the principles and values of public service and perform their duties with integrity.
6. *Openness and Transparency*. The principles of open government must be applied to the appointments process, its working must be transparent and information must be provided about the appointments made.
7. *Proportionality*. The appointments procedures should be subject to the principle of proportionality, that is, they should be appropriate for the nature of the post and the size and weight of its responsibilities.

3 The new Code of Practice

3.1 Introduction

The 2011-12 year covered by this annual report was a year of change. Sir David Normington, the current Commissioner for Public Appointments was appointed on 1 April 2011 with a specific remit to review the public appointments system with a view to it becoming “more proportionate, principles and risk based”.

The terms of reference also asked for the new Commissioner to draw on relevant experience from the regulatory system developed for Civil Service appointments, recognising that for the first time Sir David Normington held both the posts of Commissioner for Public Appointments and First Civil Service Commissioner.

3.2 Consultation on a new approach to public appointments

On taking up his appointment, the new Commissioner immediately set about preparing for a review of the system. He examined how the system had evolved since it was first established in 1995. He also met over 200 people with an interest in public appointments, including independent assessors, Government officials, other Commissioners, auditors, search consultants, constitutional experts, and candidates who had been through the system. He considered reports from the Committee for Standards in Public Life, the Institute for Government, and the Public Administration Select Committee.

After gathering all this evidence, the Commissioner decided that there was a compelling case for changing the public appointments system. There had been much progress in the making of public appointments since the role of Commissioner for Public Appointments was created in 1995. The regulatory system had provided visible and independent scrutiny of the role of Ministers in public appointments. However, these gains had resulted in a heavily regulated and process-driven system. This had served its initial purpose in engendering greater public confidence in public appointments; but came at a price. The Commissioner's initial view was that the system was over complex and that there was too much focus on process at the expense of outcome.

Sir David published a consultation document in June 2011 with specific proposals for change. He received over 80 written responses to the consultation. He then held further discussions with some of those who had an interest in public appointments. His review also benefitted from a Public Administration Select Committee inquiry into public appointments¹.

1. The Committee's final report was published on 19 October 2011.

In responding to the consultation in November 2011, the Commissioner announced his intention to implement, from 1 April 2012, the essential elements of the new system that he had proposed in the consultation document.

3.3 The new Code of Practice

The new Code of Practice (published in November 2011), became effective for all new regulated public appointment competitions which began on or after 1 April 2012. The new Code focuses the regulatory system for public appointments, to a much greater extent, on outcome and principle i.e. on whether there was a successful appointment, made on merit from a strong and diverse field of candidates, following a fair and open competition.

In shifting the focus to outcomes, the new Code strips away many of the process requirements of the previous Code. It removes the need to have one of the 160 Independent Public Appointments Assessors involved in every appointments process. From April 2012 new Public Appointments Assessors concentrate on the most significant appointments: usually the Chairs of the regulated public bodies. The Code clearly shifts the responsibility to operate effective and compliant appointments processes to Government Departments.

There are a number of significant differences between the previous regulatory regime for public appointments, and that set out in the new Code of Practice.

Principles-based approach

Rather than focussing on process requirements, the new Code requires Ministers and their Departments to observe three basic principles in discharging their responsibilities for making public appointments:

Merit. The overriding principle is selection on merit. This means providing Ministers with a choice of high quality candidates, drawn from a strong and diverse field, whose skills, experience and qualities have been judged to best meet the needs of the public body or statutory office in question.

Fairness. Selection processes must be objective, impartial and applied consistently to all candidates. Each candidate must be assessed against the same published criteria.

Openness. Information about the requirements of the post and the selection process must be publicly available. Public appointments must be advertised publicly in a way that is designed to attract a strong and diverse field of suitable candidates.

Departmental responsibility

Consistent with an outcome-focused approach, the new Code puts responsibility firmly in the hands of Departments (in agreement with their Ministers) for designing appointments processes which meet these principles.



Although the Code does envisage that processes can and should vary, it also sets out a few essential requirements necessary if any appointment process is to meet the principles of merit, fairness and openness.

Standards in Public Life

The new approach provides an explicit role for selection panels in testing whether candidates are committed to the Committee on Standards in Public Life's Seven Principles of Public Life. The panel should also test whether the candidates have any conflicts of interest in relation to their ability to perform the role in question.

The new Code also makes clear that political activity, in itself, is no bar to appointment.

Public Appointment Assessors

The new Code removes the need for Independent Public Appointment Assessors to be involved in every public appointments process. Instead it requires that newly recruited and accredited Public Appointment Assessors should chair selection panels for the chairs of all public bodies and a small number of equivalent statutory office holders.

The Commissioner announced the appointment of 14 Public Appointments Assessors on 14 March 2012. Please see Annex C for short biographies of each of the new Public Appointments Assessors.

Independent panel members

The new Code also requires there to be an independent member on all selection panels. The independent member should be able to provide an external perspective and challenge.

Role of panel Chairs

The new Code also requires the Chair of the selection panel, whether a Public Appointment Assessor or otherwise, to complete and sign off the panel report. This report provides assurance to the Minister, and Commissioner, that the recruitment process has been conducted in accordance with the Code.

Widening the Commissioner's remit

Allied to these changes to the Code of Practice, the Commissioner has also proposed that there should be a new presumption that all Ministerial appointments to public bodies and statutory office should be within his remit, unless specifically exempted.

The Government agreed with this proposal and is in the process of bringing forward the necessary legislation to implement this change.

3.4 Compliance and capability

Implementation of any new regulatory arrangements requires careful monitoring during the early stages of adoption. The Commissioner for Public Appointments is committed to working with Departments to monitor their compliance with the new Code of Practice. This monitoring activity will be built on the Compliance Statement which the Permanent Secretary (or equivalent Accounting Officer) must provide to the Commissioner at the end of each reporting year.

This Compliance Statement derives from a self-assessment produced by the Department. This provides one piece of the necessary evidence to monitor how Departments are coping with their new responsibilities under the revised Code of Practice. Another critical element is the ongoing audit undertaken on behalf of the Commissioner for Public Appointments. These are supplemented by intelligence gathered by Public Appointments Assessors through the competitions they chair.

The Commissioner for Public Appointments also recognises the need to help Departments build their capability to take on these new responsibilities. He has therefore called for the establishment of a Centre for Public Appointments within Government. This new unit should help Departments to share best practice, to build Departmental capability, and to promote public appointments externally. This Centre is in the process of being established in the Cabinet Office.

3.5 Preparing for the introduction of the new Code

The latter part of 2011-12 has been spent in preparing for the introduction of the new Code. The 160 Independent Public Appointment Assessors, who operated under the previous Code, stood down on 31 March 2012 and were replaced, following an open competition, by 14 new Public Appointments Assessors. New guidance was prepared for the introduction of the new Code and induction sessions were held for key officials in Government Departments and in the Welsh Government. As is explained in the next chapter, the approach to audit has been reviewed and a new contract will be let in November 2012.

4 Public Appointments activity 2011-12

The rest of this report looks at performance of Government Departments during 2011-12, the last year of the old Code of Practice. It provides a useful baseline for monitoring the performance of the new system. This was also a year of great change for public bodies, as the Government implemented its programme for reducing the number of arms length bodies. Some of the figures that are set out below, like the increase in the number of extensions for temporary existing appointments, reflect the fact that this is a system in transition.

4.1 Appointments and reappointments

During the reporting year there were 1,740 appointments and reappointments to bodies regulated by the Commissioner, of which 1,475 were new appointments, and 265 were reappointments of existing appointees. While the total number of appointments and reappointments was slightly down compared with 2010-11 (which was 1,871), the overall proportion of reappointments in 2011-12 was much lower – 15% in 2011-12 compared to 45% in 2010-11.

4.2 Multiple appointments

In 2011-12, 974 appointees and reappointees declared that they held other appointments. This is a very significant increase in the proportion of total appointments and reappointments: up to 56% in 2011-12 compared to 12.6% in 2010-11, and 12.4% in 2009-10.

The main reason for this increase is likely to be the ongoing reforms in the NHS sector, whose bodies account for approximately two-thirds of all appointment and reappointments in 2011-12. The current direction of travel is to operate cluster appointments for many NHS bodies pending their merger or abolition. For example, one individual may be appointed to several NHS bodies, some or all of which may be close to abolition. One would expect the proportion of people holding multiple appointments to fall back once this transition is complete.

4.3 Exemptions and extensions

During the reporting year, a total of 892 extensions or exemptions under the previous Code of Practice were agreed.

This is a significant increase when compared with 2010-11, when there were 468 extensions or exemptions. However, 61% of the 2011-12 total can be accounted for by the flexibilities agreed between the Commissioner for Public Appointments and the Appointments Commission.

These allowed the Commission to deal flexibly with appointments to many NHS bodies which are scheduled to be abolished.

4.4 Gender

582 appointments and reappointments in 2011-12 were women, representing 33.9% of appointments and reappointments where gender was known. This compares with 36.4% in 2010-11. The proportion of women has fluctuated between 32.6% and 39% since statistics began to be collected in 2001-2, suggesting that the number of women being appointed to public bodies has plateaued.

This is a matter of concern, particularly given the reduction in the number of bodies in the health service which have traditionally had a higher proportion of women.

The new Code of Practice puts a renewed emphasis on the need to make appointments from strong and diverse fields and this will continue to be an important focus for the Commissioner in the coming year.

4.5 Ethnicity

There were 119 appointments and reappointments of candidates from ethnic minority backgrounds in 2011-12 (7.2% of appointments and reappointments where ethnic background was known). This compares with 119 (6.8%) in 2010-11.

This percentage has varied between about 7.0% and 9.0% since statistics began being collected in 2001-2; the 2011-12 outturn is at the lower end of this range.

4.6 Disability

82 appointments and reappointments were made to candidates with disabilities (5.1% of appointments and reappointments where disability status was known) in 2011-12. This percentage compares with 8.6% in 2010-11. However, the percentage in 2009-10 was 3.9%, showing that the percentage very noticeably spiked in 2010-11. This is likely to have been caused by a number of public bodies making appointments in 2010-11 which either have a requirement to appoint disabled members, or whose business engages them with disabled stakeholders, appointing or reappointing in that period. A similar spike can be seen in 2006-7, consistent with the appointment cycle for some of these public bodies.

4.7 Age

The largest number of appointees and reappointees in 2011-12 continue to be aged between 56 and 65 (47.0% of appointments and reappointments where age was known). The next biggest age group was appointees and reappointees between 46 and 55 (25% of appointments and reappointments where age was known); and then

66 or over (15%). Only 1% of those appointees or reappointees where age was known were aged 35 and under.

4.8 Declared political activity

232 appointments and reappointments were made to candidates who declared political activity (13.3%) in 2011-12, compared with 193 (10.3%) in 2010-11.

4.9 Complaints

If there is evidence that an appointments process did not comply with the Code of Practice, the Commissioner may investigate the way in which the process was run. The Commissioner will normally only investigate complaints which have first been considered by the Department responsible for the appointments process in question. The Commissioner will not usually investigate a complaint for a process which was undertaken more than a year prior to the date of the request for investigation.

The complaint investigation is primarily paper based, with an examination of the documentation supporting an individual process carried out by a Case Officer. The Commissioner will consider all of the evidence which has been produced as a result of the investigation and will then reach a decision. The Commissioner does not have the power to award compensation or to require a process to be re-run or an individual to be put in, or removed from, post.

There were 24 complaints to Departments in 2011-12 under the old Code of Practice; the vast majority of these (18) were complaints about breaches of the principle of openness and transparency. Of these 24 complaints, 18 were resolved at Departmental level and six were dealt with by the Commissioner. In the previous year, 2010-11, the Commissioner dealt with seven complaints.

Complaint investigated

The Commissioner took three cases through to final decision, but the investigation found no breaches and in each case the complaint was not upheld. In one case, however, the appointing organisation was asked to apologise to the complainant for the lack of candour and transparency in their handling of both the appointment, and the complaint about the process.

Complaint not investigated

Each year the Commissioner receives a number of approaches requesting investigation of complaints which on examination do not fall within his remit. This year one approach was received about an appointment process not regulated by the Commissioner.

In two cases the complainant was asked to complete the appointing Department's complaint process and allow it the opportunity to investigate before formally bringing the matter to the Commissioner.

4.10 Monitoring compliance

The Commissioner aims to address poor practice, and to promote good practice in public appointments processes by monitoring the compliance of Departments with the Code of Practice.

A key plank in the compliance monitoring system is the requirement for Permanent Secretaries to sign an annual statement of compliance for all appointments processes undertaken in their Department in the reporting year. This compliance statement is based on a self assessment, and indicates the extent to which appointments have complied with the Code. Where they have not complied with the Code the statement should outline what remedial action is being taken to ensure future compliance.

In addition the Commissioner maintains a rolling programme of audit visits to Departments. These audit visits look at Departmental practices and procedures in making public appointments. Specific aspects considered include: the overall governance arrangements for public appointments; the resources devoted to public appointments processes; samples of individual appointments and reappointments; and the approach to promoting diversity and establishing a strong and diverse field of candidates.

2010-11 Audit

Ernst and Young were contracted by the Commissioner to undertake audits of Departmental compliance for the 2010-11 year. This audit period ran until July 2011 and so partly covered the period which is covered by this annual report.

A summary of those audit findings has been published on the Commissioner's website. The below table lists the resulting risk ratings for Departments included in the audit:

Department	Overall risk rating
Cabinet Office	High
Department for Environment, Food and Rural Affairs	High
Ministry of Defence	High
Department for Business, Innovation and Skills	Medium
Department for Communities and Local Government	Medium
Department for Education	Medium
Welsh Government	Medium
Department of Health	Medium
Department for Work and Pensions	Medium
HM Treasury	Medium
Ministry of Justice	Medium
Department for Culture, Media and Sport	Low
Department for Energy and Climate Change	Low
Appointments Commission	Good practice

The audit identified that overall improvements could be made at all Departments reviewed to ensure a consistent application of the Code of Practice. The auditors also found that the most common issue remains, as in previous years, the lack of documentary evidence of key decisions taken and retention of an adequate audit trail to evidence compliance against the Code.

Key issues that were identified in the audit were:

- Documentation/substantiation of Code requirements – for all Departments visited, issues were noted around the quality and retention of both electronic and paper records needed to provide adequate audit trails to demonstrate compliance against the Code.
- Key departures from the Code – a number of key findings were identified which were consistent with previous reviews. These included lack of appropriate Ministerial involvement, lack of Ministerial choice, and performance appraisals not performed or performed inadequately for reappointments.
- The need for more consistent governance of public appointments within Departments, including around quality assurance, improved awareness amongst those responsible for public appointments of the importance of recording and retaining evidence to support decisions made at sift and interview stages of an appointment, and greater or more consistent use of existing resource and guidance within Departments.

These audit findings were reflected in the new Code of Practice, which includes specific requirements about the retention of documents, greater clarity about the role of Ministers and a specific reference to the importance of performance appraisals before reappointments are agreed. The Commissioner has also supported efforts by the Cabinet Office to bring responsibility for public appointments in Government Departments into the Human Resources function, so that there is a greater focus on effective recruitment and retention.

2011-12 Audit

The Commissioner and the secretariat have been actively following up these results with Departments concentrating particularly on those with medium and high risk ratings. The audit findings have also informed the induction sessions on the introduction of the new Code of Practice. Following the move to the new Code, the Commissioner has also been reviewing his approach to monitoring Departmental compliance. Audits for the 2011-12 will begin in October 2012 and will involve the participation of the recently appointed Public Appointments Assessors. All Departments that were rated as high risk in the 2010-11 audit, plus a number of other Departments where there is a large amount of public appointments activity, will be fully audited. The audit approach will involve interviewing the senior Departmental lead on public appointments, reviewing files from a number of completed cases, and where appropriate, looking at a small number of current competitions in real time.

As a result of the introduction of the new Code of Practice for public appointments, the regulatory regimes for Civil Service recruitment and public appointments recruitment

have now been brought much closer together. As a result, Departments' recruitment and appointment activity will, from 2012-13, be audited jointly. The Civil Service Commission, on behalf of itself and the Commissioner for Public Appointments, issued an Invitation to Tender for the provision of these audit services in July 2012. It is anticipated that a new joint audit contract will be awarded in November 2012.

5 Statistics 2011-12

Appointments and Reappointments

Table 1: Appointments and reappointments totals 2011-2012

Body Type	Role		Grand Total
	Chair	Member	
Executive non-Departmental public bodies	35	240	275
Advisory non-Departmental public bodies	27	279	306
National Health Service bodies	153	927	1080
Other	11	68	79
Grand Total	226	1514	1740

Table 2: New appointments by body and role 2011-12

Body Type	Role		Grand Total
	Chair	Member	
Executive non-Departmental public bodies	20	129	149
Advisory non-Departmental public bodies	16	193	209
National Health Service bodies	153	919	1072
Other	6	39	45
Grand Total	195	1280	1475

Table 3: Reappointments by body and role 2011-12

Body Type	Role		Grand Total
	Chair	Member	
Executive non-Departmental public bodies	15	111	126
Advisory non-Departmental public bodies	11	86	97
National Health Service bodies	0	8	8
Other	5	29	34
Grand Total	31	234	265

**Table 4:** Yearly appointment and reappointment figures

Year	Role		Grand Total
	Chair	Member	
2011-12	226	1514	1740
2010-11	257	1614	1871
2009-10	169	2070	2239
2008-09	211	2206	2417
2007-08	249	2372	2621
2006-07	480	3382	3862
2005-06	314	2593	2907
2004-05	449	2873	3322
2003-04	284	2594	2878
2002-03	369	3111	3408
2001-02	371	3135	3506

Gender

Table 5: Appointments and reappointments by gender, role and body 2011-12

Body Type	Role				Undeclared	Not known	Grand Total
	Chair		Member				
	Female	Male	Female	Male			
Executive non-Departmental public bodies	8	26	88	149	4	0	275
Advisory non-Departmental public bodies	5	21	87	181	8	4	306
National Health Service bodies	69	81	300	621	8	1	1080
Other	3	8	22	46	0	0	79
Grand Total	85	136	497	997	20	5	1740

Table 6: Appointments by gender, role and body 2011-12

Body Type	Appointments by gender, role and body 2011-12				Undeclared	Not known	Grand Total
	Chair		Member				
	Female	Male	Female	Male			
Executive non-Departmental public bodies	5	14	45	82	3	0	149
Advisory non-Departmental public bodies	3	12	68	114	8	4	209
National Health Service bodies	69	81	296	617	8	1	1072
Other	2	4	10	29	0	0	45
Grand Total	79	111	419	842	19	5	1475

Table 7: Reappointments by gender, role and body 2011-12

Body Type	Reappointments by gender, role and body 2011-12				Undeclared	Not known	Grand Total
	Chair		Member				
	Female	Male	Female	Male			
Executive non-Departmental public bodies	3	12	43	67	1	0	126
Advisory non-Departmental public bodies	2	9	19	67	0	0	97
National Health Service bodies	0	0	4	4	0	0	8
Other	1	4	12	17	0	0	34
Grand Total	6	25	78	155	1	0	265

Table 8: Yearly gender figures

Year	Total appointments and reappointments made to females	Total appointments & reappointments	%*
2011-12	582	1740	33.9
2010-11	680	1871	36.4
2009-10	779	2239	34.7
2008-09	864	2417	35.7
2007-08	854	2621	32.6
2006-07	1398	3863	36.2
2005-06	1063	2907	36.6
2004-05	1270	3322	38.2
2003-04	1024	2878	35.6
2002-03	1357	3480	39.0
2001-02	1367	3506	39.0

*The percentage figure for female appointments has been calculated as a proportion of appointments and reappointments made where gender is known.

Ethnicity

Table 9: Appointments and reappointments by ethnic minority background, role and body 2011-12

Body Type	Chair		Member		Undeclared	Not known	Grand Total	%* Ethnic Minority
	EM	White	EM	White				
Executive non-Departmental public bodies	1	25	18	193	15	23	275	8.0
Advisory non-Departmental public bodies	1	22	11	232	21	19	306	4.5
National Health Service bodies	7	143	76	844	7	3	1080	7.8
Other	1	9	4	58	3	4	79	6.9
Grand Total	10	199	109	1327	46	49	1740	7.2

*Percentage calculated as a proportion of appointments and reappointments made where ethnic background is known.

Table 10: Appointments by ethnic minority background, role and body 2011-12

Body Type	Chair		Member		Undeclared	Not known	Grand Total	%* Ethnic Minority
	EM	White	EM	White				
Executive non-Departmental public bodies	0	14	13	107	7	8	149	9.7
Advisory non-Departmental public bodies	1	12	9	163	16	8	209	5.4
National Health Service bodies	7	143	76	836	7	3	1072	7.8
Other	1	4	0	34	3	3	45	2.6
Grand Total	9	173	98	1140	33	22	1475	7.5

*Percentage calculated as a proportion of appointments made where ethnic background is known.

Table 11: Reappointments by ethnic minority background, role and body 2011-12

Body Type	Chair		Member		Undeclared	Not known	Grand Total	%* Ethnic Minority
	EM	White	EM	White				
Executive non-Departmental public bodies	1	11	5	86	8	15	126	5.8
Advisory non-Departmental public bodies	0	10	2	69	5	11	97	2.5
National Health Service bodies	0	0	0	8	0	0	8	0
Other	0	5	4	24	0	1	34	12.1
Grand Total	1	26	11	187	13	27	265	5.3

*Percentage calculated as a proportion of reappointments made where ethnic background is known.

Table 12: Yearly Ethnic Minority figures

Year	Total ethnic minority appointees	Total appointments & reappointments	%*
2011-12	119	1740	7.2
2010-11	119	1871	6.8
2009-10	158	2239	7.0
2008-09	190	2417	7.9
2007-08	202	2621	7.7
2006-07	355	3863	9.2
2005-06	250	2907	8.6
2004-05	299	3322	9.0
2003-04	241	2878	8.4
2002-03	310	3480	8.9
2001-02	303	3506	8.6

*From 2009-10 onwards the percentage figure for Ethnic Minority appointments has been calculated as a proportion of appointments and reappointments made where ethnic background is known. In earlier years percentages are shown for the percentage of appointments and reappointments made to people from ethnic minority backgrounds against a total of **all** appointments and reappointments made.

Disability

Table 13: Appointments and reappointments by disability status, role and body 2011-12

Body Type	Chair		Member		Undeclared	Not known	Grand Total	%* with declared disabilities
	Declared disabilities	No disabilities declared	Declared disabilities	No disabilities declared				
Executive non-Departmental public bodies	1	24	7	197	20	26	275	3.5
Advisory non-Departmental public bodies	1	21	9	216	32	23	302	4.0
National Health Service bodies	13	136	49	867	15	0	1080	5.8
Other	0	9	2	53	6	9	79	3.1
Grand Total	15	190	67	1333	73	62	1740	5.1

*Percentage calculated as a proportion of appointments and reappointments made where disability status is known.

Table 14: Appointments by disability status, role and body 2011-12

Body Type	Chair		Member		Undeclared	Not known	Grand Total	%* with declared disabilities
	Declared disabilities	No disabilities declared	Declared disabilities	No disabilities declared				
Executive non-Departmental public bodies	1	13	4	112	12	7	149	3.8
Advisory non-Departmental public bodies	1	13	3	162	25	5	209	2.2
National Health Service bodies	13	136	49	859	15	0	1072	5.9
Other	0	5	1	31	4	4	45	2.7
Grand Total	15	167	57	1164	56	16	1475	5.1

*Percentage calculated as a proportion of appointments made where disability status is known.

**Table 15:** Reappointments by disability status, role and body 2011-12

Body Type	Chair		Member		Undeclared	Not known	Grand Total	%* with declared disabilities
	Declared disabilities	No disabilities declared	Declared disabilities	No disabilities declared				
Executive non-Departmental public bodies	0	11	3	85	8	19	126	3.0
Advisory non-Departmental public bodies	0	8	6	54	7	22	97	8.8
National Health Service bodies	0	0	0	8	0	0	8	0.0
Other	0	4	1	22	2	5	34	3.7
Grand Total	0	23	10	169	17	46	265	5.0

*Percentage calculated as a proportion of reappointments made where disability status is known.

Table 16: Yearly disability figures

Year	Total appointments and reappointments made to people declaring disabilities	Total appointments & reappointments	%*
2011-12	82	1740	5.1
2010-11	145	1871	8.6
2009-10	88	2239	3.9
2008-09	94	2417	3.9
2007-08	120	2621	4.6
2006-07	237	3863	6.1
2005-06	127	2907	4.4
2004-05	136	3322	4.1
2003-04	91	2878	3.2
2002-03	94	3480	2.7
2001-02	101	3506	2.9

*From 2010-11 onwards the percentage figure for appointments to people with disabilities has been calculated as a proportion of appointments and reappointments made where disability status is known. In earlier years percentages are shown for the percentage of appointments and reappointments made to people with disabilities against a total of **all** appointments and reappointments made.

Age

Table 17: Total number of appointments and reappointments by age and role 2011-12

Age Band	Chairs	Members	Total
66+	47	211	258
56-65	96	660	756
46-55	56	384	440
36-45	6	131	137
35 and under	0	17	17
Did not declare age	9	47	56
Not known	12	64	76
Total	226	1514	1740

Table 18: Appointments by age and role 2011-12

Age Band	Chairs	Members	Total
66+	42	179	221
56-65	84	586	670
46-55	50	335	385
36-45	6	113	119
35 and under	0	16	16
Did not declare age	6	39	45
Not known	7	12	19
Total	195	1280	1475

Table 19: Reappointments by age and role 2011-12

Age Band	Chairs	Members	Total
66+	5	32	37
56-65	12	74	86
46-55	6	49	55
36-45	0	18	18
35 and under	0	1	1
Did not declare age	3	8	11
Not known	5	52	57
Total	31	234	265

Multiple Appointments

Table 20: Multiple appointments for all appointees by role

Number of additional appointments held	1	2	3	4	5	6	7	8	9	Total	None or not recorded	Total number of appointments and reappointments
Chair	29	29	31	22	2	6	0	1	11	131	95	226
Member	238	243	216	72	3	1	1	0	69	843	671	1514
Grand Total	267	272	247	94	5	7	1	1	80	974	766	1740

Table 21: Multiple appointments for new appointees by role

Number of additional appointments held	1	2	3	4	5	6	7	8	9	Total	None or not recorded	Total number of appointments and reappointments
Chair	24	29	29	22	2	6	0	1	10	123	72	195
Member	222	240	215	71	3	0	1	0	69	821	459	1280
Grand Total	246	269	244	93	5	6	1	1	79	944	531	1475

Table 22: Multiple appointments for reappointees by role

Number of additional appointments held	1	2	3	4	5	6	7	8	9	Total	None or not recorded	Total number of appointments and reappointments
Chair	5	0	2	0	0	0	0	0	1	8	23	31
Member	16	3	1	1	0	1	0	0	0	22	212	234
Grand Total	21	3	3	1	0	1	0	0	1	30	235	265

Declared Political Activity

Table 23: Declared Political Activity – Appointment and reappointment totals by party and body 2011-12

Body Type	Cons.	Lab.	Lib Dems	Other	Plaid Cymru	Total declaring political activity	Declared 'no political activity', N/A or not known	Total apptees 2011-12
Executive non- Departmental public bodies	6	10	3	1	2	22	253	275
Advisory non- Departmental public bodies	2	7	0	4	1	14	292	306
National Health Service bodies	23	159	7	2	1	192	888	1080
Other	1	2	0	1	0	4	75	79
Grand Total	32	178	10	8	4	232	1508	1740

Table 24: Declared Political Activity – Percentages of declared political activity for total number of appointments and reappointments

Year	Conservative %	Labour %	Liberal Democrats %	Other %	Total declaring political activity %
2011-12	1.8	10.2	0.6	0.5	13.3
2010-11	2.0	5.4	1.3	1.7	10.3
2009-10	1.3	5.9	0.9	0.3	8.4
2008-09	2.1	5.5	1.0	1.5	10.2
2007-08	2.2	5.7	1.3	1.1	10.4
2006-07	2.5	10.2	2	1.1	15.8
2005-06	2.1	8.3	1.6	1.3	13.3
2004-05	2.5	8.9	1.5	1.5	14.4
2003-04	2.9	9.2	1.3	1.3	15.2
2002-03	3.2	11.7	1.6	1.6	18.6
2001-02	2.7	14.3	1.3	1.3	20.7
2000-01	3.9	11.7	1.3	1.3	19.0



Exemptions and extensions

Table 25: Exemptions and extensions by Department

Number of extensions and exemptions granted by Department	Number of Extensions	Number of Exemptions
Appointments Commission	35	547
Cabinet Office	1	8
Department for Business, Innovation and Skills	28	14
Department for Communities and Local Government	13	7
Department for Culture, Media and Sport	8	12
Department for Education	13	10
Department for Energy and Climate Change	1	5
Department for Environment, Food and Rural Affairs	14	16
Department for International Development	0	1
Department for Transport	8	15
Department of Health	11	9
Department for Work and Pensions	0	4
Export Credit Guarantee Department	0	1
Foreign and Commonwealth Office	0	1
Government Equalities Office	0	0
HM Treasury	0	0
Home Office	4	5
Ministry of Defence	1	2
Ministry of Justice	71	4
Northern Ireland Office	2	0
Royal Mint	0	0
Welsh Assembly Government	4	17
Grand Total	214	678

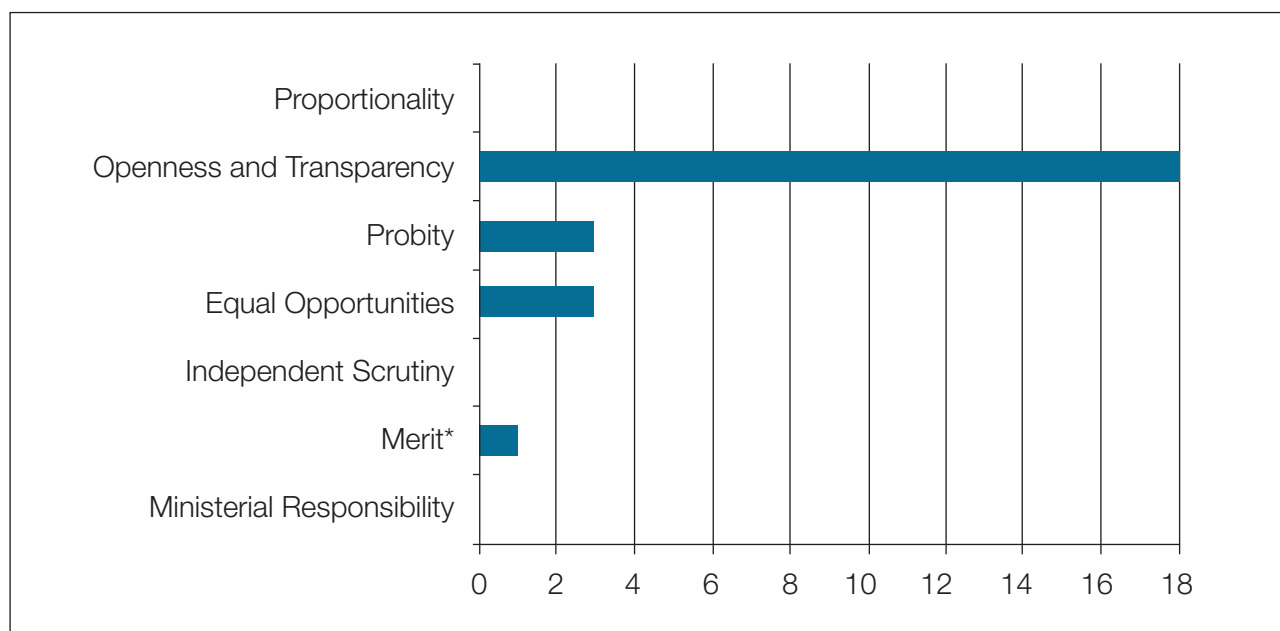
Table 26: Yearly number of extensions and exemptions for Departments

Number of extensions and exemptions	
Year	Total
2011-12	892
2010-11	468
2009-10	300
2008-09	338
2007-08	329
2006-07	526
2005-06	330
2004-05	164
2003-04	112
2002-03	122
2001-02	70
2000-01	47



Exemptions and extensions

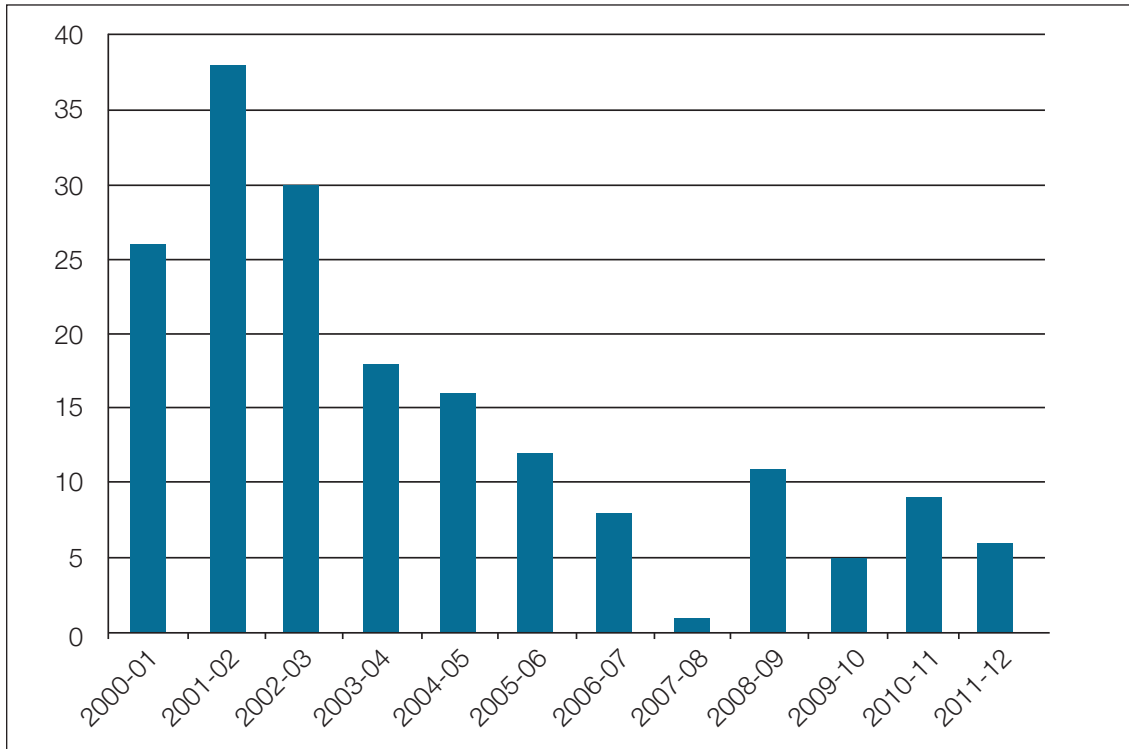
Table 27: Focus of complaints to Departments 2011-12



*One complaint on the Openness and Transparency principle also cited a breach of the Merit principle. No other complaints involved a breach of more than one principle.

Table 28: Yearly number of complaints to Departments

Number of extensions and exemptions	
Year	Total
2011-12	24
2010-11	18
2009-10	55
2008-09	38
2007-08	49
2006-07	109
2005-06	65
2004-05	92
2003-04	120
2002-03	111
2001-02	83
2000-01	58

Table 29: Yearly number of complaints concluded by OCPA

Welsh Government

Table 30: Appointment and reappointment figures and diversity percentages for 2011-12

	Appointment and reappointment totals	Male %*	Female %*	Ethnic Minority %*	Disabled %*
Chair	7	71	29	0	0
Member	71	62	38	2	2
Total ††‡	78	63	37	1	2

*Percentages calculated as proportions of appointments and reappointments made where status is known.

‡3 appointees did not declare gender.

†3 appointees did not declare ethnic background and for 3 appointees it is not known.

‡3 appointees did not declare disability status and for 8 appointees it is not known.

Table 31: Appointment figures and diversity percentages for 2011-12

	Appointments	Male %*	Female %*	Ethnic Minority %*	Disabled %*
Chair	5	80	20	0	0
Member	31	69	31	4	0
Total ††‡	36	71	29	3	0

*Percentages calculated as proportions of appointments and reappointments made where status is known.

‡2 appointees did not declare gender.

†2 appointees did not declare ethnic background and for 3 appointees it is not known.

‡2 appointees did not declare disability status and for 3 appointees it is not known.

Table 32: Reappointment figures and diversity percentages for 2011-12

	Reappointments	Male %*	Female %*	Ethnic Minority %*	Disabled %*
Chair	2	50	50	0	0
Member	40	56	44	0	3
Total ††‡	42	56	44	0	3

*Percentages calculated as proportions of appointments and reappointments made where status is known.

‡1 reappointee did not declare gender.

†1 reappointee did not declare ethnic background.

‡1 reappointee did not declare disability status and for 5 reappointees it is not known.

Table 33: Diversity figures as a percentage of total annual appointments and reappointments

Year	Appointments & reappointments	Male %	Female %	Ethnic Minorities %	Disabled %
2011-12	78	62.7	37.3	1.4	1.5
2010-11	202	51.0	49.0	2.5	16.3
2009-10	110	70.0	30.0	2.7	3.6
2008-09	104	68.0	32.0	0.0	8.0
2007-08	142	54.2	45.8	2.1	2.1
2006-07	180	52.2	47.8	3.9	7.2
2005-06	154	55.2	44.8	1.3	7.8
2004-05	180	62.8	37.2	0.5	11.1
2003-04	91	67.0	33.0	5.5	3.3
2002-03	143	59.0	41.0	3.5	4.9
2001-03	138	63.0	37.0	2.9	2.2

Definitions and notes

- **Not declared or undeclared** – used where individuals have chosen not to declare certain information and have so indicated
- **Not known or unknown** – used where individuals have not provided a response or for other reasons answers not known

6 Annexes

Annex A: Public Appointments in Wales

Annex B: The Commissioner's Office

Annex C: Public Appointments Assessors

**Annex D: The Commissioner's developing role
1995-2012**

Annex A: Public Appointments in Wales

The Commissioner for Public Appointments also regulates Ministerial appointments to public bodies in Wales. Statistics on appointments made by the Welsh Government can be found in tables 30-33 (see Chapter 5 of this report) of the 2011-12 appointment statistics.

The Public Appointments Unit of the Welsh Government has provided the following update on developments in public appointments in Wales.

PUBLIC APPOINTMENTS IN WALES

On-line application process

In 2010-11 the Welsh Government decided to adopt an on line application process for public appointments. An on line system offered considerable savings in both staff and other resources

The on-line system was introduced after the National Assembly for Wales elections in May 2011 and was first used for appointments to National Museum Wales and the National Library of Wales in June 2011.

The system has been generally well received by candidates, although there have been a few problems which the Public Appointments Unit has been able to resolve. Because of accessibility issues it does, of course, accept applications in alternative formats including paper based applications. The on-line system meets current information security requirements, maintaining candidate confidentiality, and allows selection panel members to view and carry out the initial sift of applications remotely.

The introduction of the on line application process has delivered staff savings of well over 50% and resulted in a very significant reduction in the amount of paper used helping to reduce the Unit's carbon footprint.

Awareness raising

The Public Appointments Unit has continued to provide training on the application process to build confidence and capacity. Demand for the courses, which aim to provide potential applicants with a better understanding of public appointments and the opportunity to practice their skills at completing an application form and being interviewed, has been lower during 2011-12.

During 2011-12 it ran 3 courses attended by 26 people and the feedback received from participants has been very good.



The Public Appointments Unit of the Welsh Government has provided the following update on developments in public appointments in Wales.

PENODIADAU CYHOEDDUS YNG NGHYMRU

Y broses ymgeisio ar-lein

Yn 2010-11 penderfynodd Llywodraeth Cymru fabwysiadu proses ymgeisio ar-lein ar gyfer penodiadau cyhoeddus. Cynigiai system ar-lein arbedion sylweddol o ran staff ac adnoddau eraill hefyd.

Cyflwynwyd y system ar-lein ar ôl etholiadau Cynulliad Cenedlaethol Cymru ym mis Mai 2011 ac fe'i defnyddiwyd i ddechrau ar gyfer penodiadau i Amgueddfa Genedlaethol Cymru a Llyfrgell Genedlaethol Cymru ym mis Mehefin 2011.

Derbyniodd y system groeso da gan yr ymgeiswyr yn gyffredinol, er y bu ychydig o broblemau, yr ydym wedi llwyddo i'w datrys. Oherwydd problemau hygyrchedd rydym, wrth gwrs, yn derbyn ceisiadau mewn fformatau gwahanol gan gynnwys ceisiadau ar bapur. Mae'r system ar-lein yn ateb gofynion diogelwch gwybodaeth presennol, gan gynnal cyfrinachedd yr ymgeiswyr, ac mae'n galluogi aelodau'r panel dethol i edrych ar y ceisiadau a'u nithio o bell yn y lle cyntaf.

Mae cyflwyno'r broses ymgeisio ar-lein wedi sicrhau arbedion staff ymhell dros 50% ac wedi arwain at ostyngiad sylweddol iawn yn swm y papur yr ydym yn ei ddefnyddio, sy'n gymorth i leihau ein hól troed carbon.

Codi ymwybyddiaeth

Rydym wedi parhau i ddarparu hyfforddiant ar y broses ymgeisio er mwyn adeiladu hyder a gallu. Mae'r galw am y cyrsiau, sy'n anelu at roi gwell dealltwriaeth o benodiadau cyhoeddus i ddarpar ymgeiswyr ynghyd â chyfle iddynt ymarfer eu sgiliau wrth gwblhau ffurflen gais a chael eu cyfweld, wedi bod yn is yn ystod 2011-12. Yn ystod 2011-12 fe wnaethom redeg 3 chwrs, a fynychwyd gan 26 o bobl, ac mae'r adborth a dderbyniasom gan gyfranogwyr wedi bod yn dda iawn.

Annex B: The Commissioner's Office

The Commissioner

Sir David Normington took up his appointment as Commissioner for Public Appointments, and also First Civil Service Commissioner, from April 2011.

In July 2010 the Government had announced its intention to seek a dual post-holder to be both Commissioner for Public Appointments and First Civil Service Commissioner for a five-year term from 2011.

Following an open competition, the Government identified Sir David Normington as its preferred candidate for the dual role of Commissioner for Public Appointments and First Civil Service Commissioner.

Sir David was confirmed in the dual post in November 2010 following pre-appointment scrutiny by the Public Administration Select Committee.

Support to the Commissioner

Sir David Normington, in his dual roles as Commissioner for Public Appointments and First Civil Service Commissioner, is supported by a joint secretariat. The joint secretariat also provides strategic and administrative support to the Civil Service Commission.

The current staff members of the joint secretariat supporting the Commissioner for Public Appointments are all civil servants on secondment. As at 1 October 2012 they are:

Vacancy, Chief Executive

Terry Willows, Principal Policy Adviser, Public Appointments and Audit

Mariatu Turay, Senior Policy Adviser, Public Appointments

Sandra Campbell, Audit Policy, Audit Contract Manager

Lisa Ollerhead, Policy Adviser

Bill Brooke, Principal Policy Adviser, Complaints, Accountability and Communications

Diane Macfarlane, Complaints Case Manager

Sean Edwards-Playne, Communications and Case Officer

Sharon Foster-King, Principal Policy Adviser, Civil Service Recruitment Policy and Business Services

Elaine McNaughton, Senior Policy Adviser, Recruitment

Paul Skinner, Business Support Manager

Leroy Cargill, Administration Officer

Nicola Carpenter, Finance Officer

Val Iceton, Support to dual post-holder, Chief Executive, and team

In September 2012 two long standing members of the joint secretariat left to move on to new challenges.



Richard Jarvis was Chief Executive to the Civil Service Commission and had led the team supporting David Normington in his role as Commissioner for Public Appointments, as he had for his predecessor. Leila Brosnan had been the policy lead on Public Appointments and had been instrumental in the policy work and public consultation that led to the introduction of the new Code for Public Appointments in April 2012.

Both Richard and Leila had made significant contributions to the work of the Commissioner for Public Appointments, and take with them every good wish for the future.

Finances

The cost of running the Commissioner's office, including salaries and payment to the Commissioner, in the reporting period was £423,450.

Sir David Normington's remuneration as dual post holder was £85,000-£90,000, of which approximately 50% in this reporting period related to his work as the Commissioner for Public Appointments.

Annex C: Public Appointments Assessors

Fourteen new Public Appointments Assessors were appointed by Sir David Normington, Commissioner for Public Appointments, to assist him in upholding the principle of selection on merit in Ministerial appointments to public bodies and statutory offices. Short biographies are included in this section of the report.

The new Assessors took up their appointments on 1st April 2012. They replaced the network of Independent Public Appointments Assessors that operated under the previous system.

The new Public Appointments Assessors chair the selection panels for vacancies for the appointment of Chairs to the bodies subject to the Commissioner's regulatory remit. They will also assist the Commissioner in his work in monitoring Departments' compliance with the new Code of Practice.

Mark Addison CB

Mark holds a non-executive role at the National Archives. He left the Civil Service in 2006 as Director General, Operations and Service Delivery, Defra. He was from 1998 to 2001 Chief Executive of the Crown Prosecution Service and before that held posts in the Cabinet Office, the Health and Safety Executive, No 10 and the Department of Employment.

Mark served as a Civil Service Commissioner from 2007-2012 and was the First Civil Service Commissioner and Commissioner for Public Appointments on an interim basis from 1 January to 31 March 2011.

Sarah Anderson CBE

Sarah ran her own company for 19 years, Mayday Group, a four-branch specialist employment business and agency providing catering staff. Sarah is currently joint founder & Director of Simple Solutions Ltd. which makes products for children. She is also a Commissioner for the Equalities & Human Rights Commission, a non-executive director of Albatross Group Holdings Ltd, a wholesaler for coach tours in the UK and overseas. She serves as the non-executive Chair of Call Britannia Ltd, a socially motivated company training the long-term unemployed to work in its outsourced customer contact centres.

Sarah has recently stepped down as a member of ACAS Council, and as a non-executive director of Jobcentre Plus. Other previous roles include with the Employment Policy Committee of the CBI, leading an independent government review on regulation, and the Small Business Council.

Sir Stephen Bubb JP

Stephen is Chief Executive of the Association of Chief Executives of Voluntary Organisations (ACEVO), where his work on leadership, sector funding and public service reform has radically shifted attitudes and policies. In 2007 he became Secretary General of Euclid Network, the European body for Third Sector leaders. He is the Chair of the Social Investment Business, the largest social investor in the UK. He is a member of The Commonwealth Foundation's Civil Society Committee.

He has had major national roles in the TGWU, NUT and the AMA (Association of Metropolitan Authorities) and was Founding Personnel Director of the National Lottery

Charities Board. He was a Councillor in Lambeth and an active member of the health authorities for Guy's and St Thomas' over two decades. Other previous roles include Youth Court Magistrate, Open University tutor, non-executive director in the private sector, Chair of an orchestra and Founder of a charity.

Cindy Butts

Cindy has a background in the public and voluntary sectors. She was an Independent member of the Metropolitan Police Authority, where she served as Deputy Chair for four years. She has led a number of policing inquiries, including chairing the Race and Faith Inquiry on behalf of the Mayor of London. She has led a number of studies into youth crime, and been a panel member for the groundbreaking year-long inquiry into the causes and effects of terrorism. Cindy has extensive experience in senior public sector recruitment. She is an independent Member of the Royal Institute of Chartered Surveyors Independent Appointments Selection Board, and was previously an accredited Independent Public Appointments Assessor for OCPA and an Independent Assessor for the Judicial Appointments Commission.

Cindy currently chairs the London-wide Crown Prosecution Service Hate Crime Panel. She is a Trustee of the Safer London Foundation, and a long-standing Member of Operation Trident's Independent Advisory Group. Cindy has previously worked as a Parliamentary Political Researcher.

Olivia Grant OBE DL

Olivia is currently non-executive Chairman of a pension fund, and a Trustee of another. She is also Chair of the National Trust Advisory Board for Yorkshire and the North East. She is incoming Chair of the Newcastle City Council partnership, Newcastle Futures. Olivia has held a number of private and public sector non-executive roles in recent years: for nine years she has been Chair of the Council and Pro Chancellor of Newcastle University, a Board member and latterly Vice Chairman of Newcastle Building Society (to 2008), Chair of the Regional Cultural Consortium Culture North East (2002-2009), and served on the Boards of the Port of Tyne, Northern Arts, the SAGE Gateshead and several other business-related organisations.

Olivia's background includes over twenty years working in Local Government in Education and Skills and employment policy related areas, followed by eleven years as Chief Executive of Tyneside Training and Enterprise Council. Through this she served on the Regional Assembly to represent employment and skills and business interests. Olivia has been involved in a range of Public Appointments during her service as a central list and then Independent Public Appointments Assessor.

Michael Kaltz

Michael spent the major part of his career in professional services as a Partner in Ernst & Young, holding a mix of UK and international management and client-facing roles, latterly with an emphasis on human resource issues.

He is currently a lay member of the North-West London Employment Tribunal. He is also Chairman of the children's charity Shaftesbury Young People and a Non-Executive Director of Barndoc Healthcare Ltd, where he chairs the Appointments & Remuneration Committee. He is a Fellow of the Institute of Chartered Accountants and a Member of the Chartered Institute of Taxation.

John Knight CBE

John has had a 25-year career across the statutory and voluntary sectors. After working at the Department of Health and in London Local Government, he was for over 16 years Director of Policy and Campaigns at Leonard Cheshire Disability. In this role he advised central government Departments on the development of disability, social care and charity policy: the Department for Work & Pensions, Department of Health and the Cabinet Office.

Currently he is a Board Member of the Charity Commission and an independent member of the Community, Voluntary and Local Services Honours Committee. He was a founding member of the Voluntary Organisations Disability Group, and once a Trustee of the National Council of Voluntary Organisations. He has held board-level positions on national regulatory agencies: the Commission for Social Care Inspection and the General Social Care Council. John is a Magistrate and a member of a Ministry of Justice Advisory Committee on the appointment of JPs in East London.

Sara Nathan OBE

Sara is a broadcast journalist by trade; she spent 15 years at the BBC culminating in the successful launch of Radio 5Live. She left the BBC to edit Channel 4 News at ITN, becoming the country's first female editor of a network news programme.

Since 1998 Sara has held a varied portfolio of public appointments. She was a member of the Human Fertilisation & Embryology Authority and a founder board member of Ofcom, the Communications regulator. Sara is currently chair of the Animal Procedures Committee at the Home Office and has just finished her term as a member of the Judicial Appointments Commission.

Dame Anne Pringle DCMG

Anne was Ambassador to Russia from 2008-2011. She served as Director for Strategy in the Foreign and Commonwealth Office and a member of the FCO Board from 2004-2007. Prior to that she spent three years as Ambassador to the Czech Republic helping to prepare the ground for its accession to the European Union. Her earlier career with the FCO included several EU jobs in Brussels and in London. She was responsible for policy towards Russia and the Commonwealth of Independent States from 1998-2001.

After 35 years with the FCO Anne is now embarking on an independent portfolio career covering a range of public and private sector interests plus academia.

Margaret Scott

Margaret's early career was spent in IBM, with roles in marketing, technical support and personnel development. She worked with clients in the international banking, oil, local government and manufacturing sectors.

She is currently Vice Chair of the Appointments Commission and Appointments Commissioner for NHS organisations in the south of England. She chairs Drum Housing Association (part of the Radian Group), a social housing and support provider based in Hampshire. She is Vice Chair of Governors of The Portsmouth Grammar School and has served as chair of governors of a maintained primary school.

Before joining the Appointments Commission she chaired three NHS trusts: Hampshire Ambulance Service; Portsmouth Healthcare Trust; and East Hampshire Primary Care Trust.



Amerdeep Somal

Amerdeep is a lawyer. She started her career in private practice as a criminal defence advocate and became a prosecution advocate at the Crown Prosecution Service. Amerdeep has received several awards for her work in tackling domestic violence; including one from the Attorney General for confronting the particular challenges affecting Asian communities in dealing with domestic violence and for her commitment to diversity. She is a former Chair of the Special Educational Needs and Disability Tribunal.

Currently, Amerdeep is a Commissioner of the Independent Police Complaints Commission and a Judge of the First Tier Tribunal (Immigration and Asylum Chamber) Tribunal. In May 2011, Amerdeep received the Asian Woman of Achievement Award.

Sir Peter Spencer KCB

Peter served in the Royal Navy for 38 years. His appointments included Controller of the Navy, Second Sea Lord and Commander in Chief Naval Home Command. He then became a Civil Servant, as Chief of Defence Procurement for four years from 2003. Since 2007 he has been Chief Executive of the charity Action for M.E. He is a non-executive director at the Royal National Hospital for Rheumatic Diseases Foundation Trust in Bath and chairs the Audit Committee. He is chairman of the Bath Abbey Development Panel.

Rosie Varley OBE

Rosie is currently chair of the General Social Care Council, the regulator for the social work profession, and of the Public Guardian Board, a national advisory body within the Ministry of Justice. She has had a long career in public service and has held appointments in health, social care, regulation, and justice.

Rosie has been an NHS Trust and then Regional Chair, an NHS Appointments Commissioner, and Chair of the General Optical Council. Rosie is a non-executive director of West Suffolk Hospital NHS Foundation Trust, a governor of The Priory Special School Academy and St Benedicts RC Upper School, and sits regularly on Mental Health and Disability Allowance Tribunals.

Libby Watkins DL

Libby is currently Vice President of the Upper Tribunal (Immigration and Asylum Chamber). She practised at the Bar in London before serving as Senior Crown Counsel and later Registrar of the Supreme Court in Bermuda. Accompanying her diplomat husband, she lived in Pakistan, Canada and Swaziland where she became involved with various NGOs and charities.

Libby served as a Civil Service Commissioner from 2007-2012 and was the Commission's link with the Welsh Government. She is a former member of the National Lottery Charities Board (later Community Fund) where she chaired the Wales Committee, and was previously a trustee of Barnardo's. A Welsh speaker, she is a Deputy Lieutenant of Gwent and a member of the Lord Chancellor's Advisory Committee on the Appointment of JPs in Gwent.

Annex D: The Commissioner's developing role 1995-2012

1995	<ul style="list-style-type: none"> • First Report of the Committee on Standards in Public Life (Nolan) published, recommending the appointment of a Commissioner for Public Appointments. • Sir Len Peach appointed as first Commissioner for Public Appointments.
1996	<ul style="list-style-type: none"> • Commissioner issues first guidance on appointments to Executive Non-Departmental Public Bodies and NHS bodies.
1997	<ul style="list-style-type: none"> • Commissioner's second Annual Report notes increased use of advertisements by Departments to publicise public appointments.
1998	<ul style="list-style-type: none"> • Commissioner's remit extended to cover wider range of public bodies, including: <ul style="list-style-type: none"> – Advisory Non-Departmental Public Bodies – Nationalised industries – Public corporations – Utility regulators.
1999	<ul style="list-style-type: none"> • Sir Len Peach completes his term of office. • Dame Rennie Fritchie appointed as Commissioner for Public Appointments.
2000	<ul style="list-style-type: none"> • Public Service Week held in partnership with the Cabinet Office, Scottish Executive, and Welsh Assembly.
2001	<ul style="list-style-type: none"> • Commissioner's 'Guidance' replaced by first 'Code of Practice for Ministerial Appointments to Public Bodies'.
2002	<ul style="list-style-type: none"> • A new Public Appointments Order in Council is issued: <ul style="list-style-type: none"> – adding 'equality of opportunity' into the appointments process – making provisions for Independent Assessors.
2003	<ul style="list-style-type: none"> • Commissioner appoints over 50 Independent Assessors in Wales following an open competition.
2004	<ul style="list-style-type: none"> • Separate Commissioner for Scotland appointed: Karen Carlton.
2005	<ul style="list-style-type: none"> • Baroness Fritchie's appointment as Commissioner for Public Appointments in Northern Ireland ends. • Felicity Huston appointed as Commissioner for Public Appointments in Northern Ireland.
2006	<ul style="list-style-type: none"> • Dame Rennie Fritchie completes her term of office. • Janet Gaymer, CBE, (later Dame Janet, DBE) appointed as Commissioner for Public Appointments in England and Wales.
2007	<ul style="list-style-type: none"> • Formal accreditation of Independent Public Appointment Assessors begins.

2008	<ul style="list-style-type: none"> • A revised Public Appointments Order in Council published, giving the Commissioner a new power to promote diversity in the procedures for making public appointments within his/her remit.
2009	<ul style="list-style-type: none"> • Commissioner publishes a revised Code of Practice.
2010	<ul style="list-style-type: none"> • Commissioner publishes 'The Office of the Commissioner for Public Appointments-reflections on its role in public life' to mark the fifteenth anniversary of the first appointment of the Commissioner for Public Appointments. • Government announces Sir David Normington as its preferred candidate for joint post holder Commissioner for Public Appointments and First Civil Service Commissioner. • Dame Janet Gaymer DBE QC completes her term of office.
2011	<ul style="list-style-type: none"> • Mark Addison serves as interim Commissioner for Public Appointments and First Civil Service Commissioner 1 January to 31 March. • 1 April: Sir David Normington takes office as Commissioner for Public Appointments and First Civil Service Commissioner. • June: Commissioner publishes a consultation on a new Code of Practice for Public Appointments. • November: Commissioner publishes a draft Code of Practice to be introduced in 2012.
2012	<ul style="list-style-type: none"> • March: Commissioner announces the appointment of 14 Public Appointments Assessors. • April: new Code of Practice comes into effect.



**The Commissioner for
Public Appointments**

G/8
1 Horse Guards Road
London
SW1A 2HQ

T: 020 7271 0831

E: publicappointments@csc.gsi.gov.uk

W: <http://publicappointmentscommissioner.independent.gov.uk>

October 2012