



The Commissioner for  
Public Appointments

# Annual Report

## 2012–2013



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# 1 Commissioner's Foreword



While 2011-12 was spent reviewing, redesigning and simplifying the system for regulating public appointments, my focus in 2012-13 has been on getting the new system implemented and understood. This report provides the first snapshot of progress.

## Progress so far

There is much to be pleased about. The new Code of Practice has been generally welcomed for its simplicity and flexibility and its implementation remarkably smooth. Fourteen highly experienced Public Appointments Assessors, drawn from a range of private, voluntary and public sector backgrounds have chaired 55 of the most important competitions. I am very grateful to them for the way they have begun to identify and challenge some of the recruiting barriers in making successful appointments. We have appointed KPMG to monitor compliance under the new system and their first full audit is underway as I write. The Centre for Public Appointments in the Cabinet Office – recommended in my 2011 Review – is, as I hoped, beginning to provide leadership across Government in spreading best practice and encouraging stronger and more diverse fields of candidates.

Where there have been difficulties or resistance to change from Government Departments it reflects in part the limited and reducing resources which are now devoted to public appointments. This is understandable at a time of shrinking budgets, but its result is a loss of expertise and experience, which in turn restricts the capacity for fresh thinking about how to attract better candidate fields. There is no magic solution to this, but the creation of one or more shared service centres for public appointments between Departments – in the way it has been done for some other services – would be one way of concentrating the available expertise and providing better support particularly to Departments which make public appointments infrequently.

## A new Order in Council

An important milestone was passed in April, just after the end of the reporting year, when the Privy Council agreed a new Order in Council, which updates my powers and brings up to date the list of bodies which I regulate. Despite the Government's reduction in the number of arms length bodies, the list still contains 280 national bodies and offices and many other local and regional bodies, which touch every aspect of people's lives – in, for example, education, health, justice, the environment and culture. The importance of the work of those bodies should reinforce our determination to ensure that the best possible candidates are appointed to their boards from increasingly strong and diverse fields.

## Health Service reform

There has been a particular preponderance of new health service appointments in the last 18 months. As part of its reform of the NHS and of public health the Department of Health has completely changed the landscape of national bodies in England and, with my support, made many excellent new appointments to those bodies. At local level I have agreed special arrangements to cover the transition of NHS trusts to foundation status. However, it has proved difficult, as this report notes later, to find the right calibre of candidates for some NHS trusts – just at the critical point when that leadership is most needed. As the Francis Inquiry report into Mid Staffs NHS Foundation Trust showed, the quality of the governance and oversight of health services locally is critical. We shall continue to work with the NHS Trust Development Authority to ensure that NHS trusts are well led. When trusts attain foundation status they move outside my regulatory remit and become the responsibility of Monitor because their Board members are no longer Ministerial appointments. It is essential that as more trusts convert to foundation status, the efforts to appoint the best candidates from strong and diverse fields, through fair and open competition, continues despite the change of regulator.

## Diversity

One of the most important statistics in this whole report is the one which shows that over 39.9% of new Ministerial appointments to public bodies in 2012-13 were women. That is testament to the leadership which the Government has shown on this issue. If we can now break the 40% barrier – and do so consistently – there is a chance of changing the face of public bodies once and for all. This will be helped by the Prime Minister's determination to limit reappointments only to those which are absolutely essential. As this report shows, reappointments are much more likely to be of men and, therefore, to reinforce the present composition of public boards.

In contrast the picture on the appointment of black and minority ethnic candidates to public bodies is very disappointing and appears to be getting worse. Only 56 out of 1087 appointments – just 5.2% of the total – came from black and minority ethnic candidates in 2012-13. In a country which is increasingly diverse, it is unacceptable that the boards of public bodies should be so unrepresentative of the public they serve in this regard. The same Government wide leadership which has been shown on gender is now needed to transform the position on attracting and appointing black and minority ethnic candidates. It will be one of my top priorities, as regulator, for the coming year.



Finally, I would like to thank colleagues in the Secretariat for their excellent and tireless support over the last 12 months. They are now part of a joint office with the Civil Service Commission which has produced greater efficiency and is working very well. I am very grateful to all of them.

A handwritten signature in black ink that reads "David Normington." The signature is written in a cursive, slightly slanted style.

**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 Ministerial appointments to public bodies and statutory office that fall within his remit. The Commissioner is independent of the Government and 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?

A new Public Appointments Order in Council, which provides the legal basis of the Commissioner's role and powers, was approved by the Privy Council in April 2013.<sup>1</sup> The Commissioner now regulates public appointments to around 280 national public bodies, as well as appointments to a significant number of local and regional bodies. The types of public bodies currently regulated include:

- Executive non-Departmental public bodies
- Advisory non-Departmental public bodies
- Public corporations
- Public broadcasting authorities
- Certain utility regulators
- NHS trusts
- National Park Authorities in England and Wales
- Conservation Boards of Areas of Outstanding National Beauty
- Community Care Councils in Wales
- National Park Authorities
- Probation Trusts
- Independent Monitoring Boards
- Certain non-Ministerial Departments.

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<sup>1</sup> <http://publicappointmentscommissioner.independent.gov.uk/wp-content/uploads/2013/05/2013-Order-in-Council.pdf>



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 comply with the Code of Practice in making public appointments. A new Code of Practice<sup>2</sup> 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, and this Annual Report. From April 2012, 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. Biographies of the fourteen Public Appointment Assessors can be found at Annex B. More detail on the Code of Practice and the role of Public Appointment Assessors can be found in the following chapter.

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<sup>2</sup> <http://publicappointmentscommissioner.independent.gov.uk/wp-content/uploads/2012/02/Code-of-Practice-20121.pdf>

## 3 Regulation of public appointments

### 3.1 The new Code of Practice

2012-13 was the first year of operation of the new Code of Practice which became effective from 1 April 2012. This new approach had three core elements:

- The prescription in the previous system was reduced, and a much clearer focus was put on the core principles of fairness, openness and merit.
- There was a renewed emphasis on getting the best outcome from a strong and diverse field.
- Responsibility for compliance with the core principles and on achieving better outcomes was placed more clearly onto Government Departments themselves.

The remainder of this chapter reviews the experience of the first year of operation of the new Code.

### 3.2 Chairing the most significant public appointments

2012-13 has been the first year in which Public Appointments Assessors (PAAs) have chaired selection panels for competitions for the chairs of all public bodies and a small number of equivalent statutory office holders. This was designed to focus detailed oversight on the most significant public appointments and replace the previous requirement that independent assessors should sit on all selection panels.

PAAs were allocated to 55 new chair competitions in 2012-13. A breakdown of these competitions and the candidates eventually appointed can be seen at Annex C. Six of the allocated competitions were not concluded in 2012-13 or have been put on hold indefinitely.

In all but three of the completed competitions the selection panel was able to recommend appointable candidates to the appointing Minister. All the failed competitions were in the NHS sector. Structural changes in that sector, and the public concerns surrounding governance of some NHS trusts, means it has been particularly difficult to attract strong and diverse fields of candidates for NHS Trust chair roles. The Commissioner and PAAs are working closely with the NHS Trust Development Authority to explore how more candidates can be encouraged to apply for these roles.





The feedback on the role of PAAs has generally been very positive (see below at 3.6). Having PAAs in the chair has helped focus selection panels on the core job of assessing candidates against the advertised criteria for the role, and delivering outcomes which meet Ministers' requirements. At the same time it has provided opportunity for senior officials, who previously under the old Code would have chaired selection panels, to play a much more active role in the candidate assessment process.

### 3.3 Other public appointments

The 46 successfully completed competitions in which PAAs were involved represents 4% of the total public appointments made in 2012-13. Monitoring compliance (discussed below in Chapter 5) on other non-chair competitions therefore takes on greater significance. There is some evidence to suggest that the experience of working with PAAs on chair competitions is leading to practice improvements for other non-chair competitions (for example, the format used for PAA panel reports beginning to be used as a standard on other competitions).

The total number of public appointments made in 2012-13 (1,087) is a considerable reduction on previous years (1,740 in 2011-12 and 1,871 in 2010-11). There appear to be two major reasons for this: first, the Government's public bodies reform programme has significantly reduced the number of public bodies; secondly, there have been wholesale structural reforms in the National Health Service which have reduced the number and type of health service bodies which the Commissioner regulates.

#### Reappointments

Of the 1,087 regulated public appointments in 2012-13, 482 (44%) were reappointments; this is a marked increase on 2011-12 where only 15% of total public appointments were reappointments. This has caused concern in Government and the Prime Minister himself has asked that in future reappointments should be more closely scrutinised to ensure they are justified. The Commissioner supports the Government's efforts to ensure that public appointments are opened up as often as possible to enable people from all backgrounds with fresh ideas, perspectives and experience to serve on public bodies. The level of reappointments will therefore be carefully monitored in the coming year.

#### Multiple appointments

In 2012-13, 146 (13.4%) appointees and reappointees declared that they held other appointments. This was a considerable reduction from 2011-12 when 56% of all appointees and reappointees held multiple appointments. 2011-12 was, in itself, an anomalous year since many NHS trusts were managed through to closure or foundation trust status with a cluster-based appointment model whereby members were

appointed to several boards in a local area. Many of these trusts have now disappeared or have attained foundation trust status (and are therefore outside the Commissioner's remit). The outturn for 2012-13 is much more in line with the statistical average of 9.2% (from 2003-4 to 2010-11) of appointees holding multiple appointments.

### Declared political activity

98 appointees and reappointees (9.0%) declared political activity in 2012-13, compared with 232 (13.3%) in 2011-12. It is difficult to draw any conclusion from this reduction as the percentage of those declaring politically has fluctuated over the past 12 years (since data began being collected in 2001-02). 9.0% is, however, very much to the bottom end of the 12-year range.<sup>3</sup> Previous political activity is not in itself a barrier to a public appointment. But the requirement for declaration is an important way of ensuring that panels can scrutinise the nature of that activity and ensure that appointments are being made on merit.

## 3.4 Exemptions from the Code of Practice

The Commissioner is able to agree, in exceptional circumstances, exemptions to the requirements of the Code of Practice where he believes that it is justified in the public interest. Usually such approval is given on the grounds of practicality or urgent operational need: for example, allowing a Chair to continue in post to see a public body through to closure. The Commissioner granted 26 exemptions under the new Code of Practice in 2012-13. A full list of these exemptions and the circumstances in which they were given can be found at Annex D. That list also shows exemptions that were granted in 2012-13 for appointment competitions commenced under the old Code of Practice.

The Commissioner has also agreed to a number of class exemptions, where appointments or reappointments can be made to certain public bodies without following the exact requirements of the Code of Practice and without his specific agreement. These class exemptions are listed below:

- Flexibilities allowing the NHS Trust Development Authority to manage the **transition of NHS trusts to Foundation Trust status**. These flexibilities allow the appointment of candidates to local health trust boards who have already been appointed to another local health trust through an open competition, or who have been on a reserve list for no more than 24 months. The NHS TDA has additionally been granted authority to reappoint members originally appointed under these flexibilities and is required to report back to the Commissioner on the use of these flexibilities every quarter.

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<sup>3</sup> The lowest being 8.4% in 2009-10 and the highest 20.7% in 2001-02



- A dispensation meaning that all current members of **Independent Monitoring Boards** in the prisons sector can serve for a maximum term of 15 years (as opposed to the standard Code maximum of 10 years).
- Agreement that appointments of chairs of **Advisory Committees on Justices of the Peace, National and Regional Prison, and Escort Custody Services** should be exempt from the Code to allow longstanding arrangements for making those appointments to continue.
- In order to manage the transition to new structural arrangements in the **probation sector**, chair vacancies on probation trust boards can be filled for up to two years through a ring-fenced competition amongst current members of that board. The National Offender Management Service is required to report back to the Commissioner on the use of these flexibilities every quarter.
- Agreement that various **legal aid adjudicator and panel roles** can be filled by current panel members without fair and open competition as part of the transition from the Legal Services Commission to the Legal Aid Agency. The Commissioner has also agreed that competitions to appoint chairs of those panels do not need to be chaired by a Public Appointment Assessor.

### 3.5 Complaints

If there is evidence that an appointments process may not have complied with the Code of Practice, the Commissioner may investigate. This will normally only be done when the complaint has first been considered by the responsible Department.

The complaint investigation usually involves an examination of the documentation supporting an individual process carried out by a Case Officer. The Commissioner will consider all the evidence 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 appointed to, or removed from, a public appointment. However, he can make recommendations for change and improvement which Departments usually accept and implement.

There were 16 complaints to Departments in 2012-13 (in 2011-12 there were 24) under the Code of Practice. Of these 16 complaints, 10 were resolved at Departmental level and six were dealt with by the Commissioner. In the previous year, 2011-12, the Commissioner also dealt with six complaints.

The Commissioner took five cases through to final decision in 2013-13, together with two cases received in the previous year. The majority of these complaints related to alleged breaches of the requirement for fairness. In all cases, after investigation, no actual breaches were found. In one case (a complaint relating to an appointment competition run by the Department for Business, Innovation and Skills) the Commissioner recommended that the Department should review its approach to providing feedback to applicants.

### **3.6 How has the new Code been implemented**

2012-13 was always going to be a year of transition from the old to the new Code. It was decided in the first year of the new Code that monitoring of compliance should be done by the Commissioner's office with the emphasis on identifying problems early and supporting Departments in the implementation process. Some key themes from this work are set out below.

#### **Reliance on old processes**

Some Departments were slow to move on from the old Code of Practice and were still relying on the detailed process set out in the old Code as a "safety blanket". The Commissioner has been encouraging Departments to focus more on outcomes and less on process, delivering competitions that take less time and are less bureaucratic for applicants. Challenging bureaucratic practice where it is found will be a key aspect of the Commissioner's work plan for the coming year, including through compliance monitoring activity.

#### **The ongoing need for advice and expertise**

A key aspect of the new Code is removing the reliance Departments had placed on Independent Public Appointment Assessors and the office of the Commissioner for advice and encouraging Departments to take more responsibility for their appointment processes and the outcomes being delivered. The review found that central Departmental appointments teams (where they exist) are often being required to provide much more hands on advice and guidance to sponsor teams. The need for the provision of such expertise across government (particularly as core Departmental public appointments teams are thinly stretched), and therefore the role of the Cabinet Office Centre for Public Appointments, is even more important now than previously.

#### **The role of Public Appointment Assessors**

The input of PAAs was generally welcomed. Departments found they added value to the process but some felt there needed to be more consistency in the way PAAs engaged with Departmental teams and the requirements they placed on them.



The 14 PAAs come from a variety of private, public and voluntary sector and have been chosen because of their experience, perspectives and ability to challenge. They too have been adjusting to the new Code and it is perhaps inevitable that there have been differences of emphasis and approach. In the coming year PAAs will be more closely linked to a cluster of Departments taking on the majority of appointment competitions with those Departments. This will enable the PAA to understand better the business and needs of their linked Departments, and also allow officials in those Departments to understand better how to work with their linked PAAs. The Commissioner brings the PAAs together regularly for discussion about his overall approach and is committed to achieving a high and even standard across competitions which PAAs chair.

### Greater involvement of the Centre

An important development has been the setting up of the Centre for Public Appointments in the Cabinet Office. This was recommended by the Commissioner in his 2011 review of the Code of Practice and is potentially an important way of raising standards in public appointments across Government. Both the Cabinet Office and Number 10 have increased their involvement in appointments during 2012-13. This is helpful when it is designed to improve the quality and diversity of the field of candidates or to question the automatic nature of reappointments. But it can also lengthen the appointment and approval process and cause delays in letting candidates know about the outcome.

### Independent panel members

There continues to be variation in practice on choosing independent panel members. Some Departments have struggled to comply with the Code's requirement for an external perspective on the selection panel. Others have defaulted to using previously accredited Independent Public Appointment Assessors (IPAAs) as the external panel members. This does not comply with the spirit of the requirement in the Code. External panel members should be chosen for their ability to bring a perspective to the candidate assessment process that is different from the other panel members (particularly if most of those panel members are civil servants). The Commissioner will continue to press Departments in the coming year to think creatively about using its stakeholders and partners to bring a different perspective to an appointment panel.

## Diversity

Diversity is at the core of the merit principle. There cannot be certainty that an appointment has been made on merit, unless that appointment has been made from a strong and diverse field of candidates. This greater focus in the new Code on diversity has been welcomed and there are signs that Departments are giving more attention to how to attract strong and diverse fields of candidates. The statistics on diversity in public appointments are discussed in Chapter 4. Challenging Departments to attract and increase the number of women, disabled, and black and minority ethnic candidates taking up public appointments is a major priority for the Commissioner.



## 4 Diversity in Public Appointments

### 4.1 Diversity Strategy

The Commissioner has a legal responsibility under the Public Appointments Order in Council to promote diversity and equality of opportunity in the procedures for making public appointments. Fulfilling this duty is a very important element of the Commissioner's work.

The Commissioner published his Diversity Strategy in March 2012.<sup>4</sup> The Strategy reflects the Commissioner's ongoing concern that, although progress has been made and public appointments are generally more diverse than those in the private sector, the pace of change is too slow. Over a 10-year period there has been only limited improvement in the number of women, candidates from a black and minority ethnic background, and candidates with a disability joining public boards as new entrants.

The Strategy sets out a range of actions that the Commissioner will undertake over the coming years to provide leadership to and challenge appointing Departments, and to monitor outcomes in public appointments.

The Commissioner published his Annual Survey of Ministerial Appointments and Reappointments 2012-13 on 25 June 2013.<sup>5</sup> These statistics break down the 1,087 appointments and reappointments made in 2012-13 by gender, ethnicity, disability and age.

In 2012-13 the Commissioner also, for the first time, began to collect competition-specific statistics looking at the diversity of applicant fields for chair appointments and then the diversity of those long listed and short listed. However, the dataset from these returns is relatively small and therefore it is difficult for any meaningful conclusions to be drawn from it at this point. A focus for the coming year will be working with Departments to improve the quality of their data returns, and improving response rates from individuals who apply for public appointments.

### 4.2 Gender

383 women were appointed or reappointed to public bodies in 2012-13. That is 35.6% of total appointments or reappointments, up from

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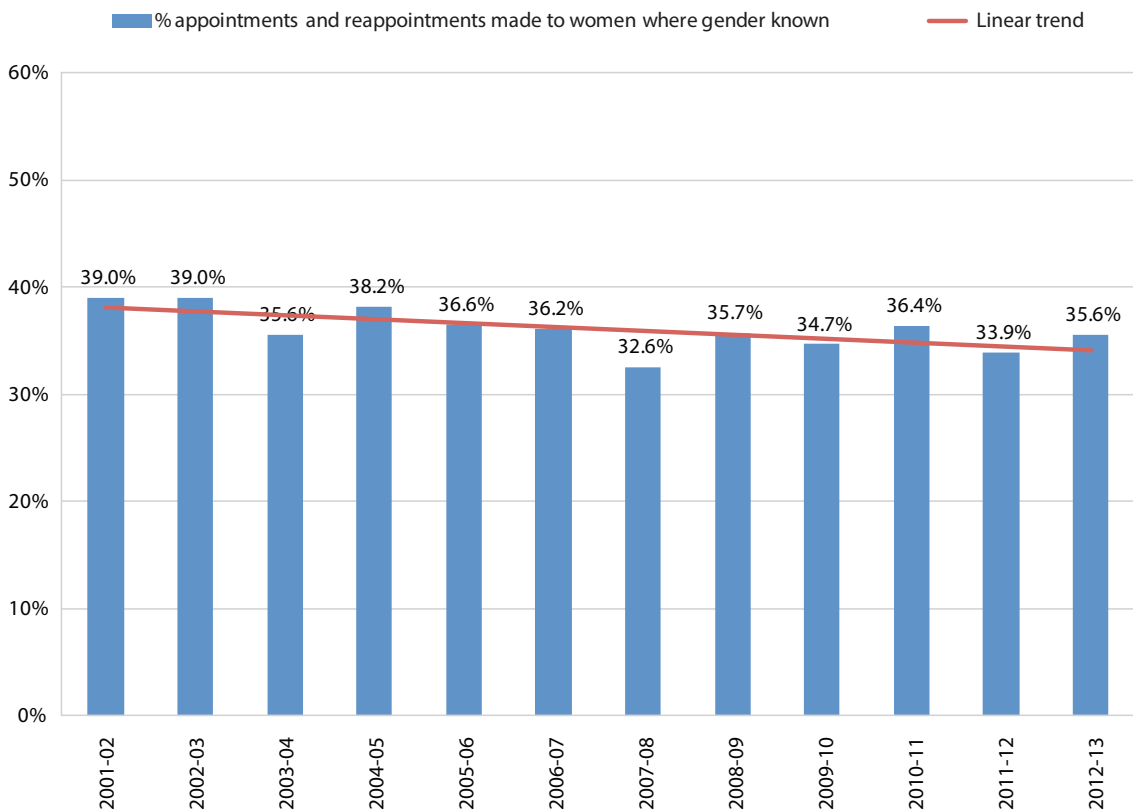
<sup>4</sup> <http://publicappointmentscommissioner.independent.gov.uk/wp-content/uploads/2013/02/OCPA-Diversity-Strategy.pdf>

<sup>5</sup> <http://publicappointmentscommissioner.independent.gov.uk/wp-content/uploads/2013/06/130624-Final-OCPA-Statistics-2012-13.pdf>

33.9% in 2011-12. This represents a year on year improvement, but is still slightly below the average of 36.1% since statistics began being collected in 2001-02.

However, it is particularly encouraging that 39.9% of new appointments went to female candidates. This suggests that the Government’s commitment to increasing the number of women on public boards is beginning to have some effect. It will be important that this momentum is maintained in the coming year if there is to be any chance of the Government achieving its aspiration that 50% of new appointees will be women by 2015 and reversing the trend of the past ten years (see graph below). The figures suggest that avoiding automatic reappointments may be one way of making progress.

**Figure 1** Female Public appointees 2001-13



### 4.3 Ethnicity

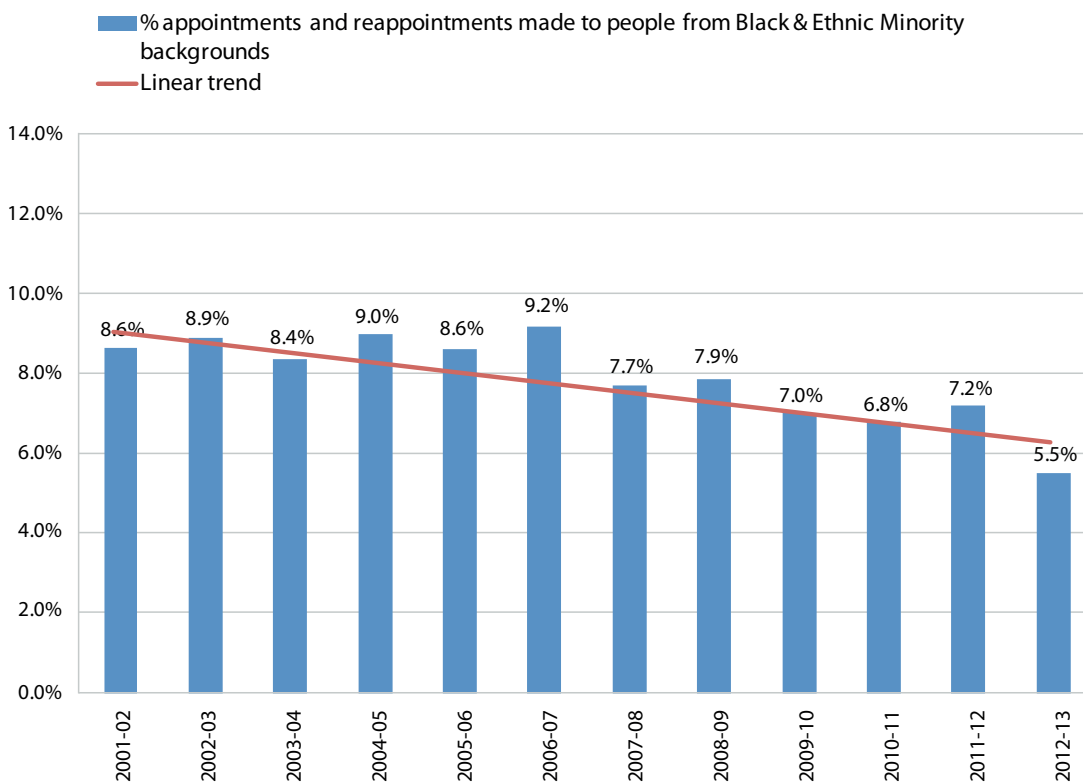
56 appointments and reappointments were made to candidates from black and ethnic minority backgrounds (5.5% of appointments and reappointments where ethnic background was known) in 2012-13. This is a marked reduction compared with 7.2% in 2011-12 and an average of 7.9% since 2001-02.





There remain a small proportion of appointees or reappointees who do not declare their ethnicity (72 out of 1,087). Nevertheless, the low number of black and minority ethnic public appointees is a matter of considerable concern (particularly given that around 14% of the population in England and Wales is black or from an ethnic minority).<sup>6</sup> Even more concerning is the analysis below (at figure 2) which shows that these numbers are on a downward trend.

**Figure 2** Black and Minority Ethnic public appointments 2001-13



The improvement in the proportion of public appointments going to women in 2012-13 shows that progress can be made with a concerted effort across Government. A similar cross-Government is needed to improve the number of black and ethnic minority public appointees.

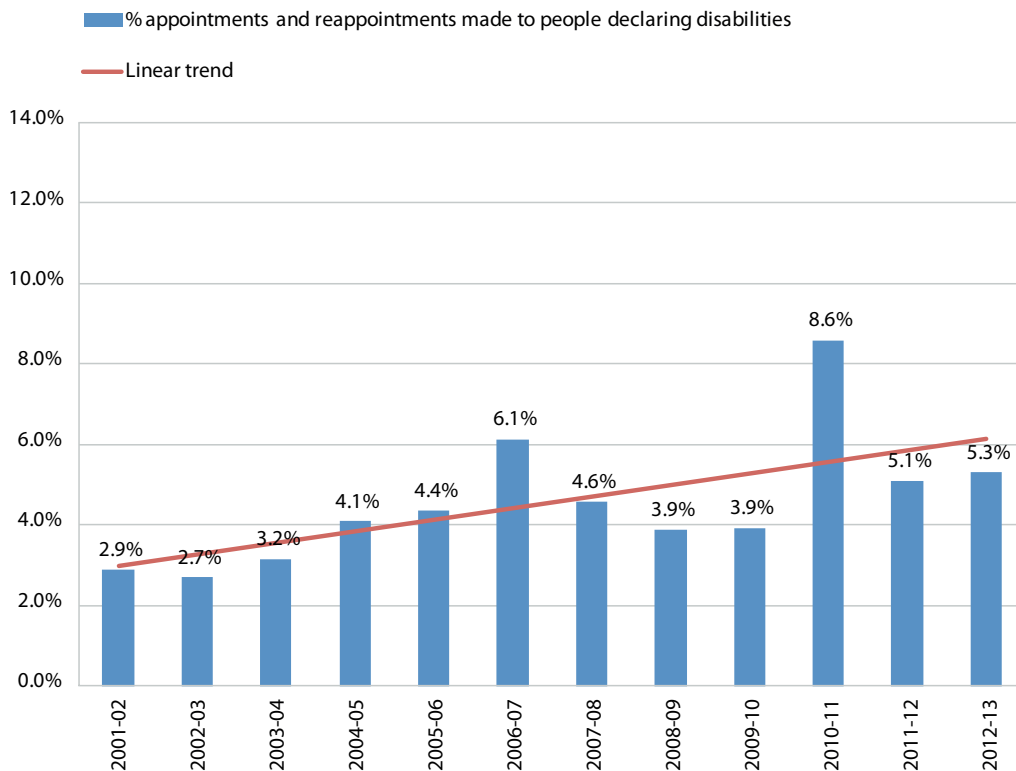
#### 4.4 Disability

50 appointments and reappointments were made to candidates with disabilities (5.3% of appointments and reappointments where disability status was known) in 2012-13. This was a slight improvement compared to 5.1% in 2011-12 and is consistent with a trend which has seen the percentage of public appointments being taken up by people who have

<sup>6</sup> Source: 2011 Census for England and Wales, Office for National Statistics

declared a disability gradually improving since 2001-02 (when it was 2.9%). This gradual progress is to be welcomed, though there needs to be continual effort to open up public appointments to disabled candidates if these gains are not to be reversed.

**Figure 3** Public appointees who have declared a disability 2001-13



#### 4.5 Age

The largest number of appointees and reappointees in 2012-13 continue to be aged between 56 and 65 (46.8% of appointments and reappointments where age was known). 27.9% of appointees and reappointees were between 46 and 55, and 14.3% were over 66. Only 1.6% of those appointees or reappointees where age was known were aged 35 and under.

These statistics reflect the fact that traditionally the majority of public appointees are in the later stages of their careers. While older people might have more time and experience to give to public bodies 1.6% (aged 35 or under) is a remarkably low figure. Achieving diversity in its broadest sense means that public appointees should come from a wide range of backgrounds and experiences, particularly since many of the bodies concerned affect the lives of younger people just as much as older. Those responsible for public appointment competitions should consider whether essential criteria for roles unnecessarily preclude



younger applicants who may well have useful experience and insight to offer – not least representing the views of the users of the services for which many public boards are responsible.

#### **4.6 Diversity in chair appointment competitions**

Whilst the competition specific dataset (comparing the diversity of applicant fields for chair appointments) is relatively limited, and for that reason any conclusions drawn need to be heavily caveated, there are nonetheless some early pointers from the data so far:

- Whilst women account for only approximately one in five applications, women were substantially more likely to be shortlisted for the interview stage, and overall a female applicant was 1.6 times as likely to be successful as a male one.
- Around 9% of applicants for these competitions were black or came from an ethnic minority; a similar proportion were selected for interview.
- Disabled candidates accounted for 4.5% of applicants but only 1.5% of those interviewed.

We shall continue to develop our database on PAA-chaired competitions, so that we can confirm (or otherwise) these indications.

## 5 Monitoring compliance and building capability

The Commissioner has a legal duty, under the terms of the Order in Council 2013, to audit public appointments and policies used by appointing Departments to verify that the principles of merit, fairness and openness are followed. Monitoring compliance has additional significance under the new Code of Practice as Public Appointment Assessors are now involved in only a minority of appointment competitions.

### 5.1 The Commissioner's approach

The Commissioner maintains a rolling programme of audit visits to Departments. This approach is consistent with the general direction of travel in compliance monitoring i.e. continuous year round engagement rather than prescriptive periodic checking. These audit visits look at Departmental practices and procedures in making public appointments. The reviews consider outcomes of sample individual appointments and reappointments, the approach to promoting diversity and establishing a strong and diverse field of candidates, and any other current thematic issues e.g. monitoring political activity.

### 5.2 The 2012-13 audit

The audit contract held by Ernst & Young expired in March 2012. During the year a new joint contract was awarded to cover compliance monitoring for Civil Service recruitment as well as public appointments, reflecting the increasing convergence between these regulatory regimes (see 5.4 below).

As discussed earlier, it was decided for the first year of the new Code to concentrate on ensuring the smooth implementation of the new arrangements. The compliance strategy for 1 April 2012 to 31 March 2013 was, therefore, designed to ensure Departments received not only continuous oversight, but also support in adjusting their appointments processes to the demands of the new Code.

As in 2011-12, Permanent Secretaries were required to sign an annual retrospective statement of compliance for all appointments processes undertaken in their Department. 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.



All Departments previously rated as high risk were visited (by the Commissioner's staff and a Public Appointment Assessor) to conduct a full review of their public appointment competitions. Those previously rated as medium risk were offered the choice of a light touch review by the Commissioner's staff or the allocation of a Public Appointment Assessor for a non-chair appointment competition. All engagement was designed to achieve a qualitative sense of a Department's overall capability and an assessment of the extent that the new Code had been embedded within appointment processes.

No Departmental risk ratings were awarded for 2011-12. The table below lists the Departments that had been rated as high or medium risk in 2010-11 and the approach used by the Commissioner to review public appointments in those Departments in 2012-13.

**Table 1** Compliance reviews in 2012-13

Department	2010-11 rating	2012-13 Method of Review
Cabinet Office	High	Full review
Department for Environment, Food and Rural Affairs	High	Full review
Ministry of Defence	High	Full review
Department for Business, Innovation and Skills	Medium	Light touch
Department for Communities and Local Government	Medium	Light touch
Department for Education	Medium	Light touch
Department for Work and Pensions	Medium	Light touch
Department of Health	Medium	Light touch
Ministry of Justice	Medium	Light touch
Welsh Government	Medium	Public Appointment Assessor

A number of conclusions can be drawn from the visits undertaken during 2012-13:

- There had been a positive approach overall to the new Code which appears to have been embedded reasonably well.
- Document retention (in particular around performance appraisals taking place before reappointments are agreed) has improved.
- Although positive steps were being taken to make improvements to the way that public appointment recruitment was carried out in the high and medium risk rated Departments, capability was not consistent across all Departments.
- There was a need for a more innovative approach to achieving a wide/diverse field of applicants.

These issues have been reflected in the design of the audit approach for April 2013 onwards.

### **5.3 Breaches of the Code of Practice in 2012-13**

There was only one identified breach of the Commissioner's Code of Practice in 2013-13. This took place in the Department for Environment, Food and Rural Affairs where an interim chair was appointed without fair and open competition or the prior approval of the Commissioner. The Department recognised the breach in its annual compliance statement and has sought to regularise the situation. Follow up engagement will form part of the 2013-14 compliance monitoring round.

### **5.4 Compliance monitoring from 2013-14 onwards**

The expiry of the Commissioner's contract with Ernst & Young (and the subsequent expiry of the Civil Service Commission's contract for its own compliance monitoring) provided an opportunity to rethink the Commissioner's approach to compliance monitoring. The public appointments and Civil Service recruitment regulatory regimes are similar (both are principles-based and outcome-focused). This and the fact that, increasingly, HR leaders in Departments own both recruitment and public appointments policy, make it sensible to combine and integrate the process of auditing compliance with both the Code of Practice for Ministerial Appointments to Public Bodies and the Civil Service Commission's Recruitment Principles.



After a full tendering exercise KPMG was awarded the new contract. The contract has a number of new features which should greatly improve the effectiveness of the compliance process:

- Ensuring Departments focus on getting the best outcome from strong and diverse fields of candidates. Information collected will allow the Commissioner to make an informed and proportionate assessment of risk that takes into account a range of quantitative and qualitative data.
- Support effort will be focussed where it is most needed, whilst minimising the burden placed on Departments and providing scope to share good practice and identify poor practice.
- More real time collection of data and up to date and relevant compliance information will place greater emphasis on supporting and challenging Government Departments continuously to improve.
- Improved flexibility and creativity. The contract provides scope for the Commissioner to develop and adapt the process and methodology over the contract period.
- The overall cost of the compliance monitoring programme across public and Civil Service appointments has been reduced.

An assessment of the effectiveness of the new arrangements will be included in the 2013-14 Annual Report. There are, however, some good early signs that they are reinforcing the focus on better outcomes, drawn from strong and diverse fields of applicants, and on more streamlined, efficient recruitment processes.

# Annex A: The Commissioner's Office

## Supporting the Commissioner

Sir David Normington took up his appointment as Commissioner for Public Appointments, and also First Civil Service Commissioner, from April 2011. He is supported, in his dual roles as Commissioner for Public Appointments and First Civil Service Commissioner, by a joint secretariat. The secretariat also provides strategic and administrative support to the Civil Service Commission, House of Lords Appointments Commission and the Advisory Committee on Business Appointments. The Secretariat staff are all civil servants on secondment.

**Richard Jarvis**, Chief Executive, to October 2012

**Clare Salters**, Chief Executive, from December 2012

**Val Iceton**, Support to the First Commissioner and the Chief Executive

**Leila Brosnan**, Principal Policy Adviser, Public Appointments Policy, to September 2012

**Terry Willows**, Principal Policy Adviser, Departmental Audit and Public Appointments Policy, from September 2012

**Sandra Campbell**, Departmental Audit Policy and Contract Manager

**Mariatu Turay**, Public Appointments Policy

**Lisa Ollerhead**, Public Appointments Officer, to December 2012

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

**Elaine McNaughton**, Senior Policy Adviser, Recruitment

**Bill Brooke**, Principal Policy Adviser, Complaints, Accountability & Communications

**Diane Macfarlane**, Complaints Case Manager

**Sean Edwards-Playne**, Communications and Case Officer

**Alamgir Khan**, Business Support Manager, to June 2012

**Paul Skinner**, Business Support Manager, from June 2012

**Leroy Cargill**, Administration Officer

**Nicola Carpenter**, Finance Officer





## Finances

The cost of running the Commissioner's office, including salaries and payment to the Commissioner, in the reporting period was £360,722. This is a reduction from last year (£423,450) as there was no compliance monitoring contract in place with a third party supplier.

Sir David Normington's remuneration as dual post holder was £85,000-£90,000 (the same as in 2011-12), of which approximately 50% in this reporting period related to his work as the Commissioner for Public Appointments.

## Annex B: Public Appointments Assessors



### **Mark Addison CB**

Mark is the Chair of the Nursing and Midwifery Council. He is a member of the Advisory Committee on Business Appointments. He is also a member of the Which? Council. 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. At the end of 2004 the business was sold, with Sarah remaining with them as a consultant until December 2007. 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 and a non-executive director of Albatross Group Holdings Ltd. (a wholesaler for coach tours in the UK and overseas).

Sarah was previously a member of ACAS Council and a non-executive director of Jobcentre Plus. Other previous roles include being a member of the Employment Policy Committee of the CBI and the Small Business Council and leading an independent government review on regulatory guidance.



**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, leading a number of studies into youth crime, and being a panel member for the groundbreaking year-long inquiry into the causes and effects of terrorism. Cindy also 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 is currently a Commissioner of the Independent Police Complaints Commission.



**Olivia Grant OBE DL**

Olivia is currently a Trustee of a Pension Fund as well as Chairman of the National Trust Advisory Board for Yorkshire and the North East. She is 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 was Chair of the Council and Pro Chancellor of Newcastle University, (2002-2011), a Board member and latterly Vice Chairman of Newcastle Building Society (to 2008), Chair of the NBS Pension Fund from 2008-2012, 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 prior to her non-executive roles 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 serving at the Department of Health and in a London Borough he was for over 16 years Director of Policy and Campaigns at Leonard Cheshire Disability, where he formally advised governments on the development of disability and charity policy as a member of Advisory Bodies to the Ministers for Disabled People and Civil Society respectively.

Currently he is a Non Civil Service Member of the Community, Voluntary and Local Services Honours Committee and a Governor of University College London Hospitals NHS Foundation Trust. A founding member of the Voluntary Organisations Disability Group (VODG) and once a Trustee of the National Council of Voluntary Organisations (NCVO), he has also previously held Board level positions on national regulatory agencies – the Commission for Social Care Inspection, General Social Care Council and Charity Commission. John serves as a Magistrate on a London Bench.



**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 currently chairs tribunals for the Nursing & Midwifery Council and is on the Solicitors' Regulation Authority board, where she chairs the Standards committee. She was a founder member of the Judicial Appointments Commission until 2012.



**Dame Anne Pringle DCMG**

Following a 35-year career in the Foreign and Commonwealth Office ending in 2011, Anne has taken on a number of private and public sector roles. She is currently a non Executive Director of Ashmore Group plc and a member of the Court of St Andrews University. In May 2013 she was appointed the Government’s Special Representative on Deportation with Assurances. She is a member of the Foreign Secretary’s Locarno Group of former senior Ambassadors who meet in an advisory capacity with him.

Anne was Ambassador to Russia from 2008-2011. She served as Director, Strategy in the Foreign and Commonwealth Office and a member of the FCO Board from 2004-2007. From 2001-2004 Anne was 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.



**Margaret Scott**

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

Leaving IBM after seventeen years she became a non executive director in the Loddon NHS Trust and subsequently chaired three NHS trusts – Hampshire Ambulance Service, Portsmouth Healthcare Trust and East Hampshire Primary Care Trust.

Margaret was an Appointments Commissioner and Vice Chair of the Appointments Commission between 2007 and 2012 where she had responsibility for NHS trusts in the south of England as well as several national organisations.

She is Vice Chair of Radian Group Ltd, a housing and care organisation which currently has 20,000 homes in south central England. She is Vice Chair of Governors of The Portsmouth Grammar School and has also served as chair of governors of a maintained primary school.



**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.

Amerdeep Somal is the Independent Assessor to the Financial Ombudsman Service. She is a Board member at the Nursing and Midwifery Council. She sits as a Judge of the Immigration and Asylum Chamber.



**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 followed by five years as Chief Executive of the charity Action for M.E. until his retirement in 2012. He has been a non-executive director at the Royal National Hospital for Rheumatic Diseases Foundation Trust in Bath since 2007 and chairs the Audit Committee. He is Chair of the Bath Abbey Development Panel.



**Rosie Varley OBE**

Rosie has had a long career in public service and has held appointments in health, social care, regulation, and justice. Until October 2012 she was 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. In the past Rosie has been an NHS Trust and then Regional Chair, an NHS Appointments Commissioner, and Chair of the General Optical Council. Currently Rosie is a non-executive director of West Suffolk Hospital NHS Foundation Trust, a governor of The Priory Special School Academy and of 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 former member of the Lord Chancellor’s Advisory Committee on the Appointment of JPs in Gwent.





## Annex C: Appointment competitions chaired by Public Appointment Assessors in 2012-13

Department	Public Body	Role	Public Appointment Assessor	Appointed Candidate(s)
Cabinet Office	Charity Commission	Chair	Mark Addison	William Shawcross
Cabinet Office	Committee for Standards in Public Life	Chair	Dame Anne Pringle	Lord Bew
Department for Business, Innovation and Skills	Competition and Markets Authority	Chair	Cindy Butts	Lord David Currie
Department for Business, Innovation and Skills	Groceries Code Adjudicator	Chair	Sir Peter Spencer	Christine Tacon
Department for Business, Innovation and Skills	Industrial Development Advisory Board	Chair	Michael Kaltz	Paul Mullins
Department for Business, Innovation and Skills	Science and Technology Facilities Council	Chair	Margaret Scott	Competition Cancelled
Department for Communities and Local Government	Audit Commission	Chair	Sir Stephen Bubb	Jeremy Newman
Department for Culture, Media and Sport	Arts Council	Chair	Libby Watkins	Sir Peter Bazalgette
Department for Culture, Media and Sport	Sport England	Chair	Sara Nathan	Nick Bitel

Department	Public Body	Role	Public Appointment Assessor	Appointed Candidate(s)
Department for Culture, Media and Sport	UK Sport	Chair	Sara Nathan	Rod Carr
Department for Education	Social Mobility and Child Poverty Commission	Member(s)	Olivia Grant	The Rt Hon Baroness Gillian Shephard, Anne Marie Carrie, Tom Attwood, Paul Cleal, Paul Gregg, David Johnston
Department for Education	Social Mobility and Child Poverty Commission	Chair	Olivia Grant	The Rt Hon Alan Milburn
Department for Energy and Climate Change	Coal Authority	Chair	Rosie Varley	Stephen Dingle
Department for Energy and Climate Change	Gas and Electricity Markets Authority (GEMA)	Chair	Sir Peter Spencer	David Gray <sup>7</sup>
Department for Environment, Food and Rural Affairs	Advisory Committee on Pesticides	Chair	Cindy Butts	Competition On Hold
Department for Environment, Food and Rural Affairs	Advisory Committee on the Releases to the Atmosphere	Chair	Sarah Anderson	Still Ongoing
Department for Environment, Food and Rural Affairs	Covent Garden Market Authority	Chair	Rosie Varley	Pam Alexander

<sup>7</sup> Government's preferred candidate, subject to pre-appointment hearing with Parliamentary Select Committee



Department	Public Body	Role	Public Appointment Assessor	Appointed Candidate(s)
Department for Environment, Food and Rural Affairs	Seafish	Chair	Sarah Anderson	Elaine Hayes
Department of Health	Advisory Committee on Borderline Substances	Chair	Amerdeep Somal	Dr Pamela Mason
Department of Health	British Pharmacopoeia Commission	Chair	Sir Stephen Bubb	Still Ongoing
Department of Health	Care Quality Commission	Chair	Dame Anne Pringle	David Prior
Department of Health	Commission on Human Medicines	Chair	Sara Nathan	Professor Stuart Ralston
Department of Health	Committee on Mutagenicity of Chemicals in Food, Consumer Products and the Environment	Chair	Sara Nathan	David Lovell
Department of Health	Doctors' and Dentists' Remuneration Body	Chair	Libby Watkins	Professor Paul Curran
Department of Health	Independent Reconfiguration Panel	Chair	Dame Anne Pringle	Lord Bernard Ribeiro
Department of Health	National Institute for Clinical Excellence (NICE)	Chair	Dame Anne Pringle	Professor David Haslam
Department of Health	NHS Blood and Transplant	Chair	Libby Watkins	John Pattullo
Department of Health	NHS Business Services Authority	Chair	Sarah Anderson	Silla Maizey

Department	Public Body	Role	Public Appointment Assessor	Appointed Candidate(s)
Department of Health	NHS Information Centre	Chair	Libby Watkins	Kingsley Manning
Her Majesty's Revenue and Customs	Chair of Departmental Board	Chair	Mark Addison	Ian Barlow
Her Majesty's Revenue and Customs	Departmental Non-Executive Directors	Member(s)	Mark Addison	Volker Beckers, Norman Pickavance, Janet Williams, Edwina Dunn, John Whiting
Home Office	Animals in Science Committee	Chair	John Knight	Dr John Landers
Home Office	Commissioner for the Use and Retention of Biometric Material	Commissioner	Michael Kaltz	Alastair Macgregor Qc
Home Office	Equality and Human Rights Commission	Member(s)	Margaret Scott	Caroline Waters, Sarah Anderson, Chris Homes, Laura Carstensen, Evelyn Asante Mensah, Professor Swaran Singh, Sarah Veale
Home Office	Equality and Human Rights Commission	Chair	Margaret Scott	Baroness Onora O'neill
Ministry of Defence	Defence Nuclear Safety Committee	Chair	Rosie Varley	Still Ongoing
Ministry of Defence	Independent Medical Expert Group	Chair	Sir Stephen Bubb	Still Ongoing



Department	Public Body	Role	Public Appointment Assessor	Appointed Candidate(s)
Ministry of Justice	London Probation Trust	Chair	Sarah Anderson	Caroline Corby
NHS Trust Development Authority	Avon & Wiltshire Mental Health Partnership NHS Trust	Chair	Sara Nathan	Anthony Gallagher
NHS Trust Development Authority	Bedford Hospitals NHS Trust	Chair	Olivia Grant	Fiona Wilson
NHS Trust Development Authority	Bradford District Care Trust	Chair	John Knight	Michael Smith
NHS Trust Development Authority	Buckinghamshire Healthcare NHS Trust	Chair	Amerdeep Somal	Fred Hucker
NHS Trust Development Authority	Devon Partnership	Chair	Rosie Varley	Julie Dent
NHS Trust Development Authority	Leeds Teaching Hospital	Chair	Cindy Butts	Linda Pollard
NHS Trust Development Authority	North Middlesex Hospitals	Chair	John Knight	No Appointable Candidates
NHS Trust Development Authority	Portsmouth Hospitals NHS Trust	Chair	Sir Peter Spencer	No Appointable Candidates
NHS Trust Development Authority	Royal Wolverhampton NHS Trust	Chair	Amerdeep Somal	Richard Harris
NHS Trust Development Authority	Shrewsbury and Telford Hospitals NHS Trust	Chair	Amerdeep Somal	No Appointable Candidates
NHS Trust Development Authority	The Princess Alexandra Hospital NHS Trust	Chair	Olivia Grant	Douglas Smallwood

Department	Public Body	Role	Public Appointment Assessor	Appointed Candidate(s)
Welsh Government	Abertawe Bro Morgannwg Local Health Board	Chair	Amerdeep Somal	Professor Andrew Davies
Welsh Government	Advisory Panel on Substance Misuse	Chair	Sir Stephen Bubb	Kyrie James
Welsh Government	Aneurin Bevan Health Board	Vice-Chair	Libby Watkins	Professor Siobhan McClelland
Welsh Government	Career Choices Dewis Gyfra	Chair	Michael Kaltz	John Taylor
Welsh Government	Welsh Ambulance Services Trust	Chair	Libby Watkins	Competition On Hold
Welsh Government	Welsh Environment Agency	Chair	Kathryn Bishop <sup>8</sup>	Professor Peter Matthews

<sup>8</sup> Kathryn Bishop is a Civil Service Commissioner who was appointed temporarily as a Public Appointment Assessor to chair this appointment competition.



## Annex D: Exemptions granted in 2012-13

Exemptions Given Under New Code Of Practice		
Department	Public Body	Exemption
Cabinet Office	Charity Commission	Appointment of an interim chair pending recruitment of a permanent successor.
Department for Communities and Local Government	Homes and Community Agency	Closed competition among Regulation Committee members to fill board vacancy following recent failed competition
Department for Culture, Media and Sport	Gambling Commission	Allowing members of the National Lottery Commission to be appointed to the Gambling Commission pending merger of both bodies' functions into the Gambling Commission
Department for Transport	Civil Aviation Authority	Extension of non-executive member's tenure beyond 10 years pending recruitment of successor
Department for Work and Pensions	Independent Living Fund	Extension of tenure of chair pending closure of body
Department of Health	Independent Review Panels for Advertising Medicine (IRPA) and for Borderline Products (IRPB)	Extension of Chair's tenure pending merger with Regulation of Medicines Review Panel
Department of Health	Four advisory non-Departmental Public Bodies	Extensions of tenure and reappointments of members pending transition of functions to Departmental Expert Committees
Department of Health	Health and Social Care Information Centre	Interim appointments of chair and two members pending recruitment permanent successors
Home Office	Security Industry Authority	Extension of tenure of member and appointment of interim chair pending closure of body
Home Office	National Police Improvement Agency	Appointment of interim chair pending closure of body

Home Office <sup>9</sup>	Equality and Human Rights Commission	Appointment of an interim chair and deputy chair pending recruitment of permanent successors
Ministry of Defence	Armed Forces Pay Review Body	Appointment of an interim chair pending recruitment of permanent successor
Ministry of Justice	Court of Protection Visitors	Extending the tenure of visitors beyond 10 years pending recruitment of replacements
Ministry of Justice	Administrative Justice and Tribunals Council	Extending tenure of member beyond 10 years pending abolition of body
Ministry of Justice	Sentencing Council	Appointment of interim member pending recruitment of permanent successor
Ministry of Justice	Crown Court Rule Committee	Extension tenure of member pending abolition of body
NHS Trust Development Authority	NHS London Strategic Health Authority	Appointment of interim non-executive member pending close of body
NHS Trust Development Authority	Oxford University Hospital NHS Trust	Reappointment of non-executive member to help manage merger of trusts
NHS Trust Development Authority	Bridgewater Community Healthcare NHS Trust	Reappointment of non-executive member to help manage transition to Foundation Trust status
NHS Trust Development Authority	Humber Primary Care Trusts cluster	Appointment of non-executive member until closure of trusts
NHS Trust Development Authority	North East London Primary Care Trusts cluster	Appointment of non-executive member until closure of trusts
NHS Trust Development Authority	Dartford and Gravesham NHS Trust	Extending tenure of chair and non-executive member beyond 10 years pending decision on future of trust
NHS Trust Development Authority	Plymouth Hospitals NHS Trust	Appointment of non-executive member pending recruitment of permanent successor

<sup>9</sup> The Government Equalities Office is now part of the Department for Culture Media and Sport.





NHS Trust Development Authority	Mid Yorkshire Hospitals NHS Trust	Extending tenure of non-executive member beyond 10 years to help manage transition to Foundation Trust status
NHS Trust Development Authority	West Midlands Ambulance Service NHS Trust	Appointment of non-executive member to help manage transition to Foundation Trust status
NHS Trust Development Authority	Kent Community Health NHS Trust	Reappointment of non-executive members pending transition to Foundation Trust status

Exemptions Given Under Old Code Of Practice		
Department	Public Body	Exemption
Department for Culture, Media and Sport	National Maritime Museum	Re-opening competition to seek additional applications
Department for Environment, Food and Rural Affairs	Advisory Committee on Releases to the Environment	Extension of deadline for applications
Department for Work and Pensions	Social Mobility and Child Poverty Commission	Extension of deadline for applications
Department of Health	Administration or Radioactive Substances Advisory Committee	Permission to interview candidate by telephone
Department of Health	Commission on Human Medicine	Extension of deadline for applications
NHS Trust Development Authority	Sussex Community NHS Trust	Extension of deadline for applications
Welsh Government	Sport Wales	Acceptance of late application



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