Commissioner for Public Appointments

Annual Report
2017/18

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Commissioner's Foreword

This annual report discusses the financial year 2017/18, my second full year as Commissioner. It covers a full 12 months of the operation of the Government's new Governance Code which came into force on the 1st of January, 2017. In practice, none of the competitions launched under the new Code were completed before the end of the 2016/17 reporting year.

There was also a significant effect from the June 2017 general election which resulted in a long disruption to the appointments process. This hiatus covered not only the formal pre-election purdah period when all work on appointments was frozen from shortly after the election was called on April 18th until polling day on June 8th, but also for several weeks afterwards as new ministers in many departments got into their stride. It was not really until September that a normal process resumed. This appears to have affected the flow of appointments and reappointments and inevitably meant there were long delays in some competitions under way, or about to start, before the election campaign. While there was more public appointments activity in the second half of the reporting year, there has been an impact on the number and pattern of appointments and reappointments. These delays have affected comparisons with earlier years, and monitoring of the aspiration in the new Code for a maximum period of three months between the close of applications and the announcement of the outcome.

The Cabinet Office minister responsible for public appointments also changed in early January 2018 as Chris Skidmore, who had just launched the Cabinet Office's Diversity Action Plan, was replaced by Oliver Dowden who also strongly supports initiatives to broaden the diversity of candidates for appointments. I have had constructive relations with both, and with the Cabinet Office's Centre for Public Appointments.

The introduction of the new Code has generally gone more smoothly than some feared at the time it was being debated two years ago. This is partly because of some of the safeguards which I negotiated: notably that my office should be consulted, rather than just notified, if ministers want to dispense with a competition or appoint someone who has been judged not appointable by an advisory interview panel. This was intended to allow time for discussion between my office and departments. Overall, the widespread worries expressed two years ago over an erosion of the Nolan principles of appointment by merit after a fair and open competition have by and large not materialised because ministers have so far acted with restraint. I am not in any way complacent and am always alert to threat to the principles of fair and open competition as set out in the Code.

The main public controversy of the year concerned appointments to the board of the new Office for Students. There was a good deal of political and media attention on the announcement, which initiated my concerns. The report I wrote following an investigation in January and February can be seen on my website, and further detail can be found in the Performance Report 2017/18 below. I am pleased that departments have responded

positively and sensibly to my suggestions on improving due diligence inquiries about candidates, and this has now become routine practice in the main. My office responds to complaints from individuals who may have gone through the appointments process and remain dissatisfied with the response of departments, while I have also initiated investigations, notably over the Office for Students, if concerns are raised by the public, the media, or by MPs which then merit further inquiry. I will also investigate if I believe that proper procedures have not been followed. Even if a complaint is not upheld, there have often been examples of inadequate record keeping and lack of clarity about how and why decisions were taken to short list candidates or assess them as appointable. Departments need to realise their actions and decisions need to be clear and justifiable.

Significantly, a number of the most controversial issues and appointments had little or nothing to do with the introduction of the new Code or Sir Gerry Grimstone's review, and could and did arise in earlier years.

One change has been that I have taken a more active and engaged role with departmental Select Committees of the House of Commons, not just with the Public Administration and Constitutional Affairs Committee, to which I am primarily accountable, and the Liaison Committee, but also with several other committees where relevant when controversies arise. I regard this as an important part of the process of providing public reassurance about a fair and open system of making appointments, and of discussing problems when they arise.

An emerging issue has been the role of Select Committees, notably in relation to pre-appointment hearings for a defined list of significant appointments. Following a controversy over the appointment of Baroness Stowell to be Chair of the Charity Commission despite the opposition of the DCMS committee, the Public Administration and Constitutional Affairs Committee set up an inquiry, to which I gave evidence in June 2018. The Committee reported in September 2018 with a number of recommendations in giving the House of Commons an enhanced role on appointments and on revising the list of posts subject to pre-appointment hearings.

In the autumn of 2017, I conducted a tour around Whitehall to talk to Permanent Secretaries. Each of my 15 meetings was enlightening and helpful for me, and I thank the Permanent Secretaries for their time. I took the opportunity to promote and discuss the importance of diversity in public appointments.

I welcome the lead provided by the Cabinet Office on diversity in public appointments, and the review into raising the number of candidates with disabilities being conducted for the Government by Lord Holmes of Richmond, but regret that more is not being said publicly by other departments, as shown by the absence of references in most single departmental plans. Permanent Secretaries rightly celebrate progress in promoting diversity in the civil service via social media, awards and networking events, and I will be urging them to do the same for public appointments sponsored by their departments. One of my main priorities now is to try and see that the increase in the number of women candidates, and recently chairs, being appointed is matched among candidates from a BAME background and those declaring a disability. The quality of the data remains patchy and departments and public bodies need to do more to encourage the completion of diversity questionnaires returned by candidates. The current, low overall number of returns make it harder to monitor diversity**.**

Brexit has so far had little direct impact on my work and the Government has indicated that it does not want to create many new public bodies to undertake functions which, post-Brexit, will be handled at a national, rather than at an European, level and would prefer to work through existing bodies with an expanded remit. Much will depend on the form of Brexit.

I have also maintained contact with my Scottish and Northern Irish opposite numbers, Bill Thomson and Judena Leslie, who are responsible for regulating the high proportion of appointments which are made by the devolved administrations within their boundaries. They each operate under very different regimes and constraints but it is always beneficial to the offices involved to compare notes. OCPA officials and I have learnt a lot, both at the annual tripartite meetings (most recently in London in April) and throughout the year about, for example, attempts to increase diversity.

I met with Carwyn Jones, the First Minister, and Dame Shan Morgan, the Permanent Secretary of the Welsh Government, on a visit to Cardiff in December 2017, when they reaffirmed their confidence in my office continuing to regulate appointments in Wales.

Finally, I would like to thank the team that works with me, notably Peter Lawrence who supplies wise advice as chief executive and the dedicated public appointments team led since January 2018 by Jennifer Smith. She already has considerable experience of the civil service and public appointments, and as Principal Policy Adviser, she is providing fresh insights and energy. Phil Hodges has also joined the team, and is looking after the data collection and analysis. Maggie O'Boyle is contracted to media and communications, and has worked alongside OCPA for a number of years. I would like to thank them all for their invaluable support and advice.

I would like to pay particular thanks to Clive Barbour and Alex Morrow who supported me until early 2018. Clive has now retired after a long civil service career and Alex has moved elsewhere in the Cabinet Office. I thank them both for their support in helping me understand the world of public appointments.

Commissioner for Public Appointments
September 2018

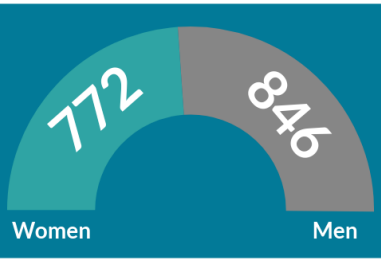
Key Facts

950 new appointments
↓ *from 1275 in 2016/17*

932 reappointments
↓ *from 956 in 2016/17*

48% of new appointments and reappointments made to women
(compared with 46% in 2016/17 and 45% in 2015/16)

Appointments and reappointments made (where gender declared)



10% of new appointments were made to people from a BAME[1] background (where declared)
(the same as in 2016/17 and 2015/16)

[1] Black, Asian and Minority Ethnic

Applicants shortlisted for interview (where declared)

17% of BAME

24% of non BAME

7% of new appointments made to people declaring a disability
(compared with 6% in 2016/17 and 4% in 2015/16)

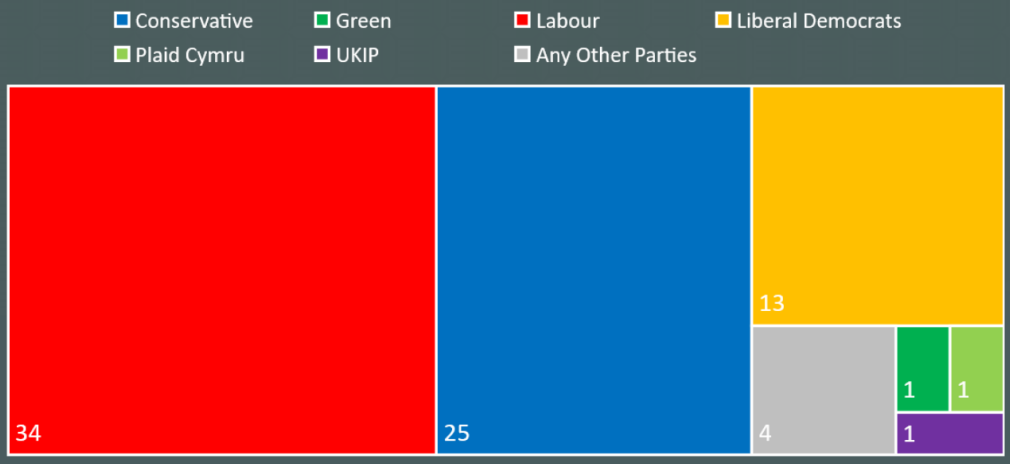
20% of new appointments made to people aged 45 and under
(compared with 18% in 2016/17 and 17% in 2015/16)

23 appointments made by exemption to the Governance Code, down from 25 in 2016/17

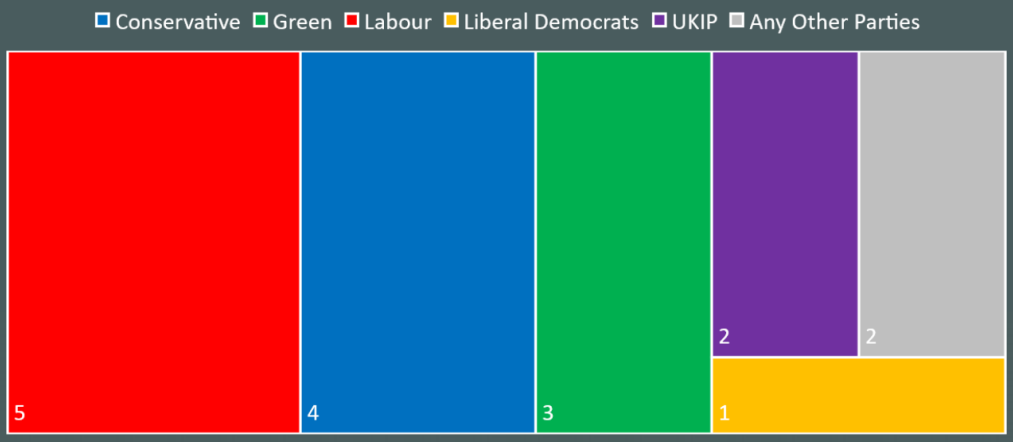
72% of new appointees did not hold an additional public appointment (where declared)

90%
of new appointments made to people with no significant political affiliations (where declared)

Appointee declared political affiliation



Reappointee declared political affiliation



The Role of the Commissioner for Public Appointments

The Governance Code 2016

The new Governance Code was introduced in January 2017. The key principles of recruiting through an open and transparent process, with appointments made on merit and with integrity in mind, have been retained, but essentially ministers have more direction over the governance of public bodies, ensuring that the Government's agenda can be supported and delivered. Last year OCPA reported on its introduction and the new regulatory functions.

The Commissioner said:

'I see this as my principal role as Commissioner; put simply it is to provide the necessary assurance that the new system, which allows ministers a much fuller role in making appointments, is balanced with an independent element to ensure the best people are appointed fairly and openly on merit, and that the public appointment principles and the Government's Governance Code are strictly followed.'

Independent Assurance

The current Commissioner was appointed by the Queen in 2016, and is independent of Government. The Order in Council 2016 provides the Commissioner with three main regulatory permissions. Through these, the Commissioner is able to provide assurance that the Governance Code is being observed.

The first is **Conducting Audits**, to ensure departments are upholding the principles in the Governance Code.

The second, an important change brought in by the Grimstone report, is **Holding Investigations** into any aspect of a public appointment which has caused public comment or question, and 'appears to be in material breach of the Public Appointments Principle and the associated Governance Code'.

The third is **Hearing Complaints**, this remains an essential part of the Commissioner's duties, not only to exercise scrutiny over appointment campaigns and to provide objective consideration; but to support the customer care element of the Code. The Code states that complaints should be sent to the appointing department in the first instance, to provide the opportunity for the appointing department to offer explanation, and in some instances a resolution. Indeed, in most cases, complainants are satisfied this way. If complainants remain dissatisfied by the response provided by the department, they may bring the concern to the Commissioner. In the interests of transparency, a decision notice is published on OCPA's website and once the Commissioner has formed a decision, there is no recourse for further review.

The Governance Code also contains the following elements to ensure a fair and open process is maintained and which the Commissioner will monitor:

Transparency

Section 8 of the Code sets out what departments should do in terms of transparency of public appointments. The clear expectation is for departments to provide as much information as possible around the process for making a public appointment, including:

- openly advertising public appointment opportunities;
- providing details of the advisory assessment panel membership;
- providing details of all appointees; and
- providing 'real time data' on the progress of competitions.

Importantly any exceptional appointments, including the rationale for using an exception, should also be published.

Through its assurance processes OCPA monitors whether transparency requirements are being met and will feed back to departments instances where the necessary information has not been kept up to date. Where consistent failures to be transparent are discovered the Commissioner may take further action.

Customer Care

Paragraphs 7.5 to 7.8 of the Governance Code set out what customers, in this case applicants, can expect from departments when making public appointments. Some of these requirements will be supported by the enhanced transparency arrangements. However, the provision of constructive feedback and the aim of concluding the process within three months of the closing date will be of particular interest to the Commissioner.

Consideration of Exemptions to the Code

The Governance Code provides, at paragraphs 3.2 and 3.3, for Ministers to appoint a candidate not deemed appointable by the Advisory Assessment Panel or to appoint a candidate without a competition. In both cases Ministers are required to consult the Commissioner in good time before any public announcement. Where the Commissioner and Minister cannot reach a shared conclusion but the appointment is made the Commissioner reserves the right to publish the details of their correspondence in full.

Diversity

The Code provides the Commissioner with the duty of being an 'active advocate' for diversity. Since the Commissioner does not appoint anyone, this involves two strands: first, identifying and highlighting good practices; and, second, publishing each year data collected from departments. The data have to be interpreted with care since they are collected from a large number of sponsoring departments and public bodies, which often have different

approaches. Moreover, the key diversity data are subject to declarations by candidates which are voluntary, even though they are anonymous. This can result in an unacceptable high level of non-declarations for some questions and for some bodies. OCPA would favour making completion of the diversity form a compulsory part of the application process, even though the forms are separate from an application, are anonymous and there will always be provision not to answer a particular question.

The Office for the Commissioner for Public Appointments (OCPA)

The Commissioner is supported by his office (OCPA), a secretariat which consists of a Principal Policy Adviser and a Policy Support Officer.

The role of Principal Policy Adviser is to work with the Commissioner, to devise the strategic direction and policies for OCPA, and to provide advice on individual cases or queries provided by government departments. The Principal Policy Adviser also leads on complaints and compliance visits and reports.

The Policy Support Officer maintains the diversity data collection from departments and provides analysis for audits, the annual report and thematic reviews; and also undertakes some casework and compliance visits.

The OCPA secretariat is resourced as part of a larger secretariat, the Civil Service Commission which also supports the Advisory Committee of Business Appointments. All funding for the Commissioner and OCPA similarly flows through the Civil Service Commission's chief executive and therefore he is the Accounting Officer for OCPA. Details of expenditure are reported each year in the Civil Service Commission's Annual Report and Accounts[1], for 2017/18 the total expenditure including the Commissioner's remuneration, staff costs, accommodation, IT and general running costs was £348,180 compared to £362,303 the previous year.

[1] https://civilservicecommission.independent.gov.uk/wp-content/uploads/2018/07/6.4265_CSC_Annual_Report_Web.pdf

Performance Report 2017/18

The following pages report on the performance of departments in recruiting to fill public appointments and take account of the contents of both the Governance Code and the Order in Council 2016. Government departments and ministers have been working with the Code for over a year now, the principles are becoming embedded in public appointments working practice.

Objectives

The Commissioner's objectives for the reporting period were:

- Objective 1: to provide independent assurance that appointing authorities act in accordance with the Governance Code and the principles of public appointments
- Objective 2: to be an active advocate for diversity
- Objective 3: relates to monitoring compliance with the Governance Code and the principles of public appointments and improving capability
- Objective 4: Improving a wider understanding of the Commissioner's role

Conducting Audits

Whilst departments were working to develop their understanding of the Code, and during the aforementioned hiatus caused by the election, OCPA officials conducted only a few spot checks which did not identify any major causes for concern. During the next reporting year, the Commissioner will introduce a new regulatory framework to extend visits to departments in a structured way. Further details of this process are contained in the priorities 2018/19 section.

Holding Investigations

The statutory duty to hold an investigation was introduced by the new Code, and had not previously existed. The Commissioner held two investigations during 2017/18.

The first investigation, which commenced in January 2018, was in respect of the appointments made to the Office for Students, a new public body sponsored by the Department for Education (DfE).

The decision to investigate this appointment process was taken following the immediate and extensive reaction from MPs and the media to the appointment of one board member to the Office for Students (OfS). In making appointments, the Governance Code states that Ministers should act solely in terms of the public interest. The public perception of this

appointment was that it was not appropriate to the organisation or to the community served by the Office for Students.

In his role to provide assurance that departments are making appointments in line with the Governance Code, the Commissioner's investigation concluded that the appointment of all members had been compliant with the Code and consistent in its assessment of candidates. DFE had followed an open and transparent process, with candidates assessed fairly and equally against a set of fully disclosed criteria. Although the member in question had been suggested by a Minister, this gave no more of an advantage than to other candidates.

However, two separate issues emerged during this interesting investigation. First, whether the Department for Education had conducted sufficient due diligence in respect of the suggested member appointees. The key question was whether officials should have been more rigorous in the age of social media in identifying potential problems in the background of candidates, which can be discussed with advisory interview panels and then drawn to the attention of ministers. The Commissioner recognised and commented on the need for any inquiries to be proportionate and referred to a 'trip wire' approach in his final report.

The other issue was over the handling of the appointment of the board member with student experience where an intervention by a 10 Downing Street special adviser had led to the blocking of a qualified candidate originally backed by the then Universities Minister after a fair and open competition. This was followed by the last minute selection of someone who had not previously applied for the role, done without proper consultation with OCPA. The Commissioner found the department in breach of the Governance Code, in failing to consult on an appointment without competition.

Following publication of the Commissioner's report and discussions with officials, the Department for Education has since run another competition to appoint a student experience member to the Office for Student. This appointment, made through an open competition was announced in September 2018.

The Commissioner's report made a number of additional recommendations following this investigation, including ensuring that the published criteria for a competition are used consistently in the assessment of all candidates; and ensuring that the records supporting the appointments process are both transparent and readily accessible, in order to deal with requests for feedback, responses to complaints or investigations by the Commissioner. The key aspect, which made a wider impact on the public appointments process, was the due diligence check made on shortlisted candidates, which should alert ministers to any potential controversy. The response of the majority of departments has been positive and constructive both in the guidelines they have adopted and in the examples of their due diligence reports, provided to OCPA for review.

The Commissioner's second investigation was made into the appointment of a member of the Arts Council in March 2018, in response to a concern raised by a member of the public that donations had not been declared and taken account of. This investigation concluded that the process had been conducted in line with the Governance Code, and that a robust scrutiny of the shortlisted candidates had taken place.

There were a number of lessons learned from these first investigations. The OfS case in particular was unprecedented and brought to light a number of revelations which have impacted on the way in which public appointments are now made. It was also clear that OCPA's methodology and approach to investigations had not been clearly set out. Both cases have given OCPA the chance to examine internal working practices and introduce some changes, in consultation the Cabinet Office. These will be introduced throughout the next reporting year.

Hearing Complaints

The Commissioner received six formal complaints this year, compared to seven received in 2016/17. The numbers of complaints remains encouragingly low, indeed, this year, OCPA reported two breaches of the Governance Code. OCPA will continue to monitor this, in collaboration with the Cabinet Office.

The first related to appointments made to by the Department for Education when appointing Further Education Advisers. In this case, the Commissioner recommended that improvements were made to the retention of documents and to the provision of customer care, and was encouraged by the Department for Education's commitment to improve the recruitment systems in place.

The second related to an appointment made to the NHS Wales Health Board. The complainant was not shortlisted for not holding a non- executive level position, however this was not explicit in the criteria for the role. The Commissioner found the Welsh Government in breach of the Governance Code, in that the process had not been fair or transparent.

List of Complaints considered by the Commissioner

Competition	Complaint	Outcome
Deputy Further Education Commissioners and Further Education Advisers	Part of the application was lost by the department, resulting in the complainant not being considered for all the advertised roles	Breach identified. The process was not sufficiently open and adequate customer care was not administered.
NHS Wales Health Board	Assessment process took additional and undisclosed criteria into account	Breach identified. The published criteria did not ask for high level NED experience, however candidates were sifted out of they did not demonstrate this.
Equalities and Human Rights Commission	The appointing department did not make sufficient arrangements to provide reasonable adjustments to a candidate who had declared a disability	Complaint not upheld, Commissioner comments made on best practice.
The Arts Council	The assessment panel and process did not adequately explore or expose the financial contributions made by appointable candidates	Complaint not upheld, contributions were disclosed. However comment made on the objectivity or independence of the independent panel members.

Equalities and Human Rights Commission	Undisclosed selection criteria used	Complaint not upheld, however comment made on whether comparable experience could be gained from other roles.
Independent Office for Police Conduct	Questions raised about the independent panel member and fairness of the process	Complaint not upheld, the Commissioner wrote separately to the Home Office regarding the quality of record keeping.

OCPA officials will continue to monitor compliance to the Governance Code through visits and contact with department officials; and through the consideration of any new complaints. It is encouraging that evidence was not found to uphold the remaining complaints, and OCPA had found that departments had, in the main, upheld the principles contained in the Code. Where, however, there were aspects of the process which could have been handled better, and in line with the Code's intention for the Commissioner to raise standards and best practice in public appointments, he has commented on ways in which the process could be improved.

Transparency

The provision of real time data has been made possible and partly automated by the Cabinet Office's Public Appointments website. Departments are obliged to input dates for shortlisting and interviewing on the website alongside details of the role(s). During 2017/18 OCPA officials followed up on a number of appointments processes which had not been updated on the Cabinet Office website. These were rectified by departments upon request, and OCPA continues to monitor this. The introduction the new data collection functionality of the Public Appointments website during the next reporting year should provide OCPA with alerts, and will make monitoring transparency easier.

Customer Care

The Commissioner identifies performance on the Customer Care element of the Code through a number of sources, one such being complaints. The complaints received about appointments within the Equalities and Human Rights Commission (EHRC), detailed in the table above, although not upheld, gave the Commissioner a cause for concern. These concerns were addressed directly with EHRC. In one instance, responses offered to a candidate who had declared a disability were clumsy and insensitive, and demonstrated a lack of awareness about this particular disability. In another case, the published essential criteria was unclear and confusing. Occurrences such as these are contrary to the Customer Care element of the Governance Code and can dissuade applications from people with disabilities.

Concluding the appointment process within three months of a competition closing for applications is a key part of good customer service. However, monitoring only began in earnest in the early autumn of 2017 once the new government began agreeing public

appointments and reappointments. OCPA has begun to follow up with departments where the gap is longer than three months. There appears to be a significant number of cases and the Annual Report 2018/19 will provide more detail of our findings.

Consideration of Exemptions to the Code

The number of requests for exemptions or extensions without competition agreed by the Commissioner under the Code has changed little, at 23 in 2017/18, compared with 25 in the 2016/17. As previously, there was one appointment without exemption which had been declined. This was for a proposed appointment of 18 months, though a subsequent request for 12 months was approved. There has been a number of requests to extend Chairs in post for another year, or occasionally longer, to provide continuity. The rationale behind these extensions has mainly been for the convenience of departments and has reflected a broader problem of lack of adequate succession planning.

There has so far been one case of a minister attempting to appoint someone assessed as not appointable by an advisory interview panel. The panel, which was chaired by a civil servant and approved by the minister, had initially rejected the candidate at the sift stage as they had not met the published criteria for the post. The minister asked the panel to consider adding the candidate to the shortlist, which it did, and then after an interview, judged the person as not appointable. The minister rejected the candidates regarded as appointable and proposed appointing the candidate that the panel had found not appointable on the basis of a change in the criteria from those originally published. The Commissioner raised an objection on the basis that changing the criteria was in conflict with the principle of fairness in the Governance Code. The Commissioner also recommended holding a new competition which was accepted by the department and resulted in the appointment of a different candidate.

The Code provides the opportunity for confidential consultation, with the Commissioner allowing time and scope for private discussion without having to take public positions. This has proved to be to the advantage of the Commissioner and of the department; and, as demonstrated in the case above, a satisfactory and compliant remedy was brought in.

List of appointments and extensions without competition

Department	Body	Rationale for appointment
BEIS	innovate UK	12 month appointment after resignation of sitting chair
BEIS	Oil and Gas Authority	4 month appointment to allow for competition
BEIS	Low Pay Commission	9 month extension to allow for competition
DCMS	S4C	To fulfil full term of original appointment after BBC Trust was closed
DCMS	UK Sport	3 month appointment due to delays in new chair being appointed

Department	Body	Rationale for appointment
DEFRA	Seafish	6 month extension to allow for competition
DFT	Office of Rail and Road	12 months extension to allow for competition
DH	Health Education England	12 month appointment, competition to be held
MHCLG	Local Government Ombudsman	6 month appointment to allow for competition
MHCLG	Housing Communities Agency	12 month appointment to allow for competition
MOJ	Judicial Pensions Board	2 year appointment, competition would produce very small field
MOJ	Youth Justice Board	5 month appointment to ensure expertise on board while other positions appointed
NHS Improvements	Liverpool and Broadgreen University NHS Trust	12 months extension to allow for competition
NHS Improvements	Liverpool Community Health NHS Trust	12 month appointment while Trust closed down
NHS Improvements	North Bristol NHS Trust	8 months to allow for competition after appointable candidate did not accept the role
NHS Improvements	Epson & St Helier University Hospitals NHS Trust	2 year appointment to allow for competition
NHS Improvements	Liverpool Community Health Trust	6 month appointment while Trust closed down
NHS Improvements	Liverpool Community Health Trust	6 month appointment while Trust closed down
NHS Improvements	Liverpool Community Health Trust	6 month appointment while Trust closed down
NHS Improvements	Liverpool Community Health Trust	6 month appointment while Trust closed down
NHS Improvements	London Ambulance Service Trust	12 month appointment to ensure continuity following large turnover of board members
WG	Welsh Ambulance Service NHS Trust	12 month appointment to allow for competition
WG	Sports Wales	6 month appointment after vice chair was removed from post following an investigation

Significant Appointments

A list of Significant Appointments was agreed on 22 February 2017 in respect of appointments made by HM Government Ministers. A separate list of Significant Appointments made by Welsh Government Ministers was also agreed with the First Minister of Wales, the Rt Hon Carwyn Jones AM. These appointments require a Senior Independence Panel Member (SIPM) to be a member of the Advisory Assessment Panel.

Departments are required to consult the Commissioner on who the SIPM should be for each competition before recruitment commences. In 2017/18 the Commissioner received consultation from a number of Departments regarding 22 proposed SIPMs for appointments that were announced in the same year. The SIPM is required to be independent of the Department and of the body that is being recruited to and should not be politically active. This, along with the requirement that the SIPM has senior recruitment experience, gives additional reassurance that the appointment being is made solely on merit.

List of Significant Competitions held in 2017/18 and the name of the SIPM who sat on the panel

Department	Competition	SIPM
BEIS	Certification Officer	Peter Donaldson
BEIS	Chair of UK Research and Innovation	Baroness Eliza Manningham-Buller
DCMS	VisitBritain	Charles Mackay
DCMS	VisitEngland	Charles Mackay
DCMS	UK Sport	Charles Mackay
DCMS	NPG	Alan Coppin
DCMS	Tate	Dame Carol Black
DCMS	Ofcom	Tracy Long
DCMS	Charity Commission	Charles Mackay
DCMS	Tate	Sir Peter Spencer
DfT	Chair of the British Transport Police Authority	Sir Peter Spencer
DfT	Chair of the Office of Rail & Road (Unsuccessful)	Rosie Varley
DH	Chair of the National Institute for Health & Care Excellence	John Knight
DH	Chair of NHS Improvement (NHSI)	Libby Watkins
HMT	Chair of the Financial Conduct Authority	Robert Swannell
HMT	Board Commissioner for The Crown Estate	Jenefer Greenwood
Home Office	Director General of the Independent Office for Police Conduct	Colleen Harris
Home Office	Lead Commissioner for Countering Extremism	Colleen Harris
Welsh Government	Public Health Wales NHS Trust	Jeff Farrer
Welsh Government	Chair of the Aneurin Bevan University Health Board	Jeff Farrer
Welsh Government	Chair of the Cwm Taf University Health Board	Jeff Farrer
Welsh Government	President of National Museum Wales	Margaret Llewellyn

Diversity

In order to fulfil the Commissioner's statutory duty of being an advocate for diversity, OCPA collects diversity data from applicants to better inform departments. Diversity information is provided by applicants to appointing departments anonymously through diversity questionnaires and this data is used to identify trends and areas of concern. Against the backdrop of the timing of the election, which has had an impact on the number of competitions, and therefore roles available. The quality of the data and the trends are mixed. Whilst appointments made to women have shown improvement, appointments made to candidates who have identified themselves as from a Black, Asian and Minority Ethnic background (BAME) or as disabled have not shown the same progress.

Gender

Figure 1 - Appointments and reappointments made to women (where gender declared)

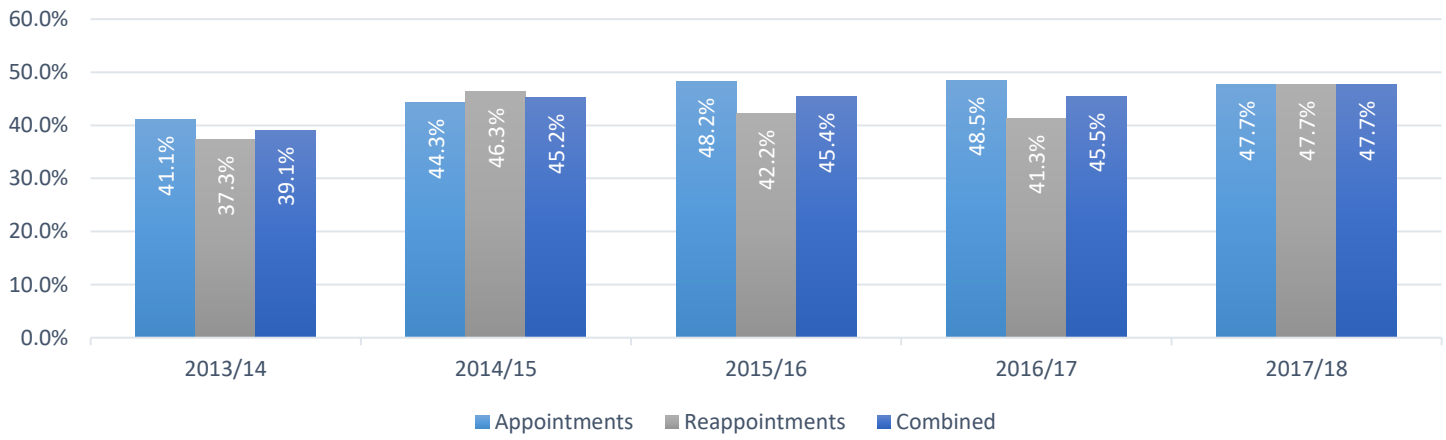
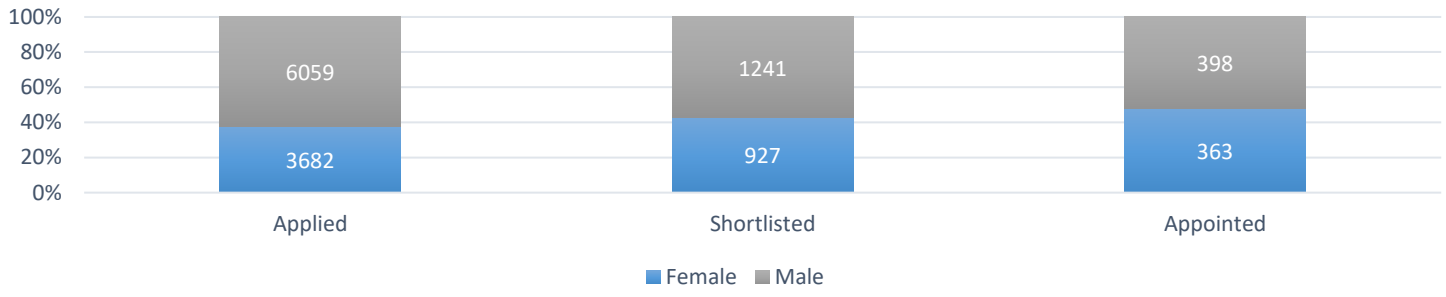


Figure 2 - Gender breakdown by competition stage (where declared)



While the number of appointments made to women was slightly down on the previous year, the number of reappointments has increased, so that the total number of both being made to women was 47.7 per cent, compared with 45 per cent previously (Figure 1). The data shows that women progress in greater proportions than men at the shortlist stage, and in greater

proportions in appointments. Of all female applicants, nearly 10 per cent were appointed, compared to 6.6 per cent of male applicants (Figure 2).

Figure 3 - Progress by gender (where declared)

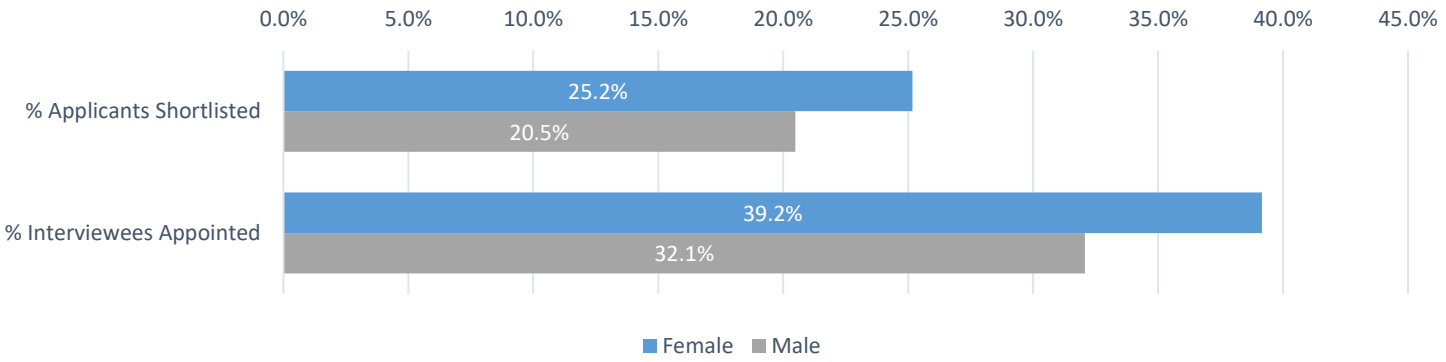
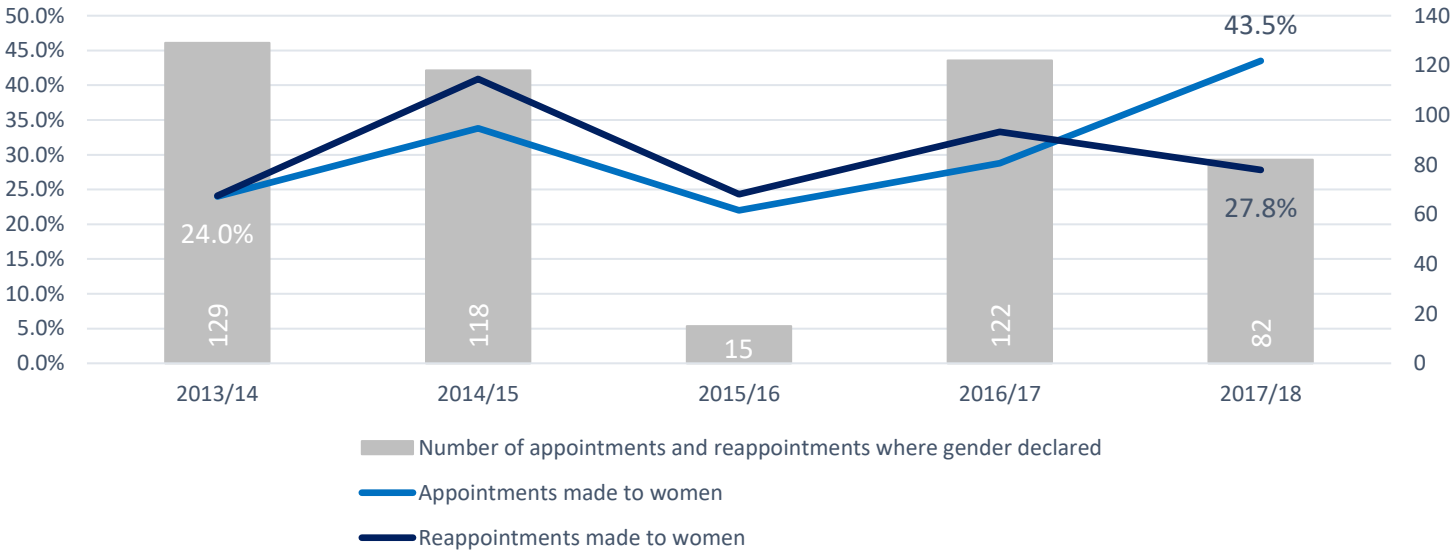


Figure 4 - Chair appointments and reappointments made to women (where gender declared)



There were 20 chair appointments made to women in 2017/18, compared with 17 in 2016/17. This was out a reduced total of just 46 chair appointments where gender was declared, down from 59 the previous year. This represents a significant increase in the percentage of chair appointments being made to women, rising to 43.5 per cent, from 28.8 per cent in 2016/17. There was, however, a decline in chair reappointments made to women, with 10 female chairs being reappointed compared to 21 in 2016/17, a reduction from 33.3 per cent in 2016/17 to 27.8 per cent in 2017/18. This was again from a reduced total of 36 where gender was declared, against 63 in 2016/17 (Figure 4).

Ethnicity

Figure 5 - Appointments and Reappointments to people from a BAME background (where declared)

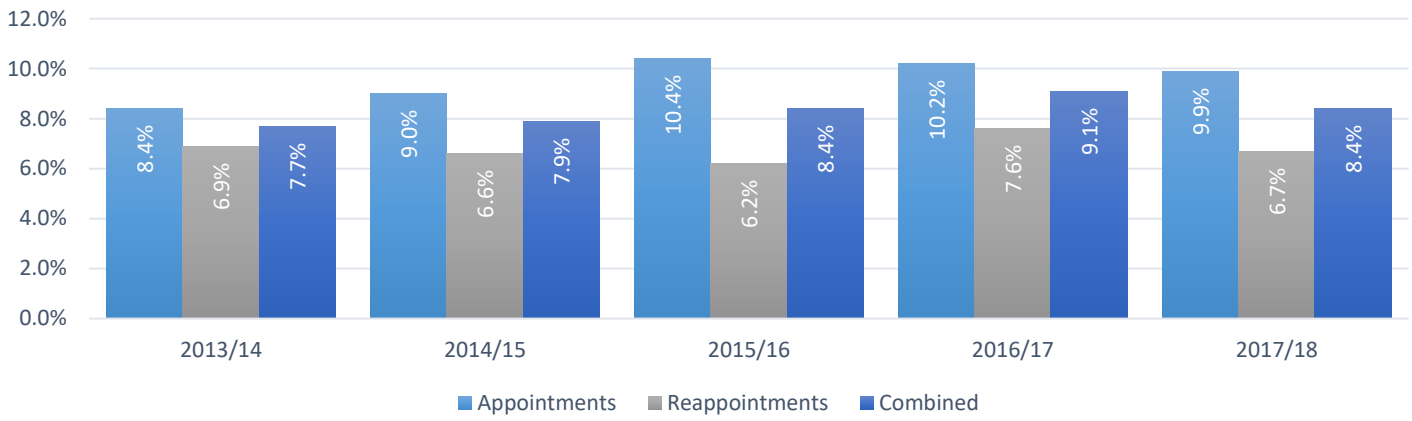
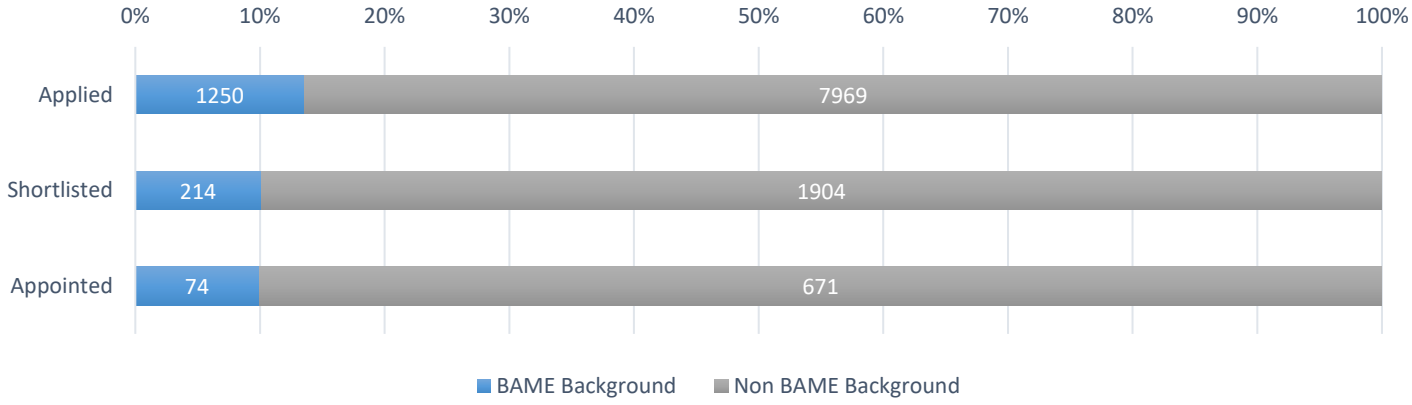


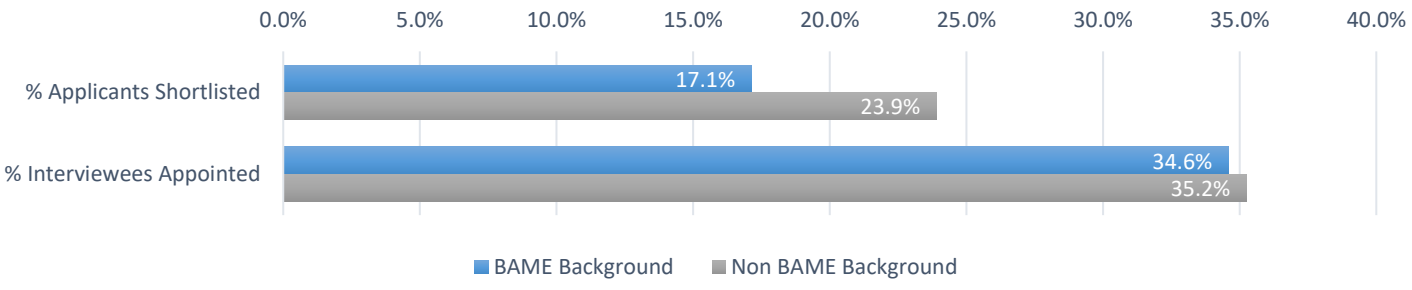
Figure 6 - Ethnicity breakdown by competion stage (where declared)



The picture was less encouraging among Black, Asian and Minority Ethnic candidates (BAME) with a reduction in the total of appointments and reappointments to 8.4 per cent from 9.1 per cent previously (Figure 5).

This is disappointing given that there were 1106 applications made by BAME candidates in 2016/17, compared to 1250 in 2017/18 (Figure 6).

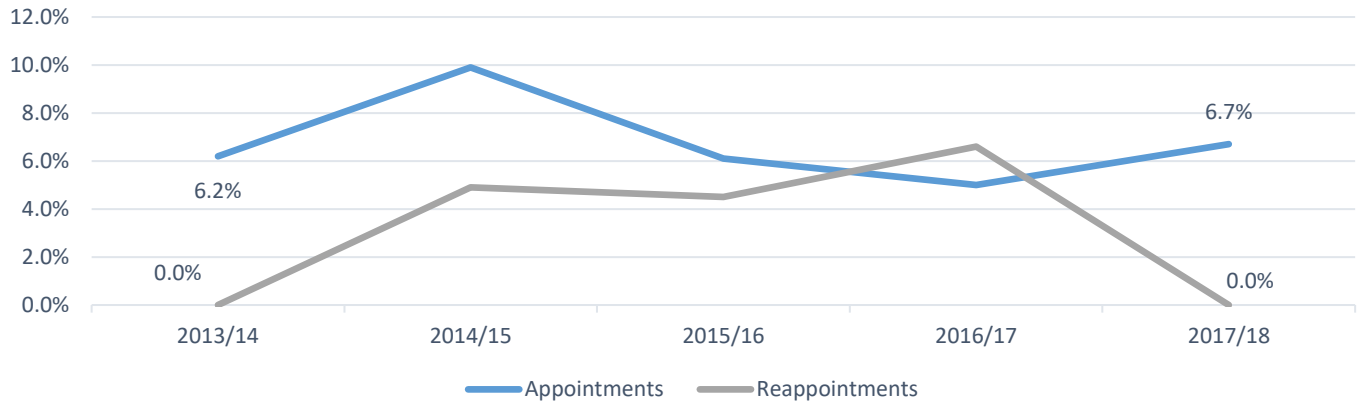
Figure 7 - Applicant progress by ethnicity (where declared)



The progression for candidates who declare a BAME background appears mixed. The percentage of applications received has seen a positive increase, from 10.9 per cent last year, to 13.6 per cent this year (compared to 86.4 per cent of candidates who did not declare a BAME background). However, the data shows that 17.1 per cent of BAME applicants were shortlisted for interview, compared with 23.9 per cent applicants who had not declared a BAME background (Figure 7).

The picture improves once BAME candidates are interviewed for the role, 34.6 per cent are successful and appointed, compared to 35.2 per cent of non BAME candidates. The data suggests that the relative disappointing progress with BAME candidates is not in the numbers of candidates applying for the roles, or indeed at interview, but at the sifting stage where skills and experience are evaluated and assessed. OCPA will continue to monitor this during the course of the next year.

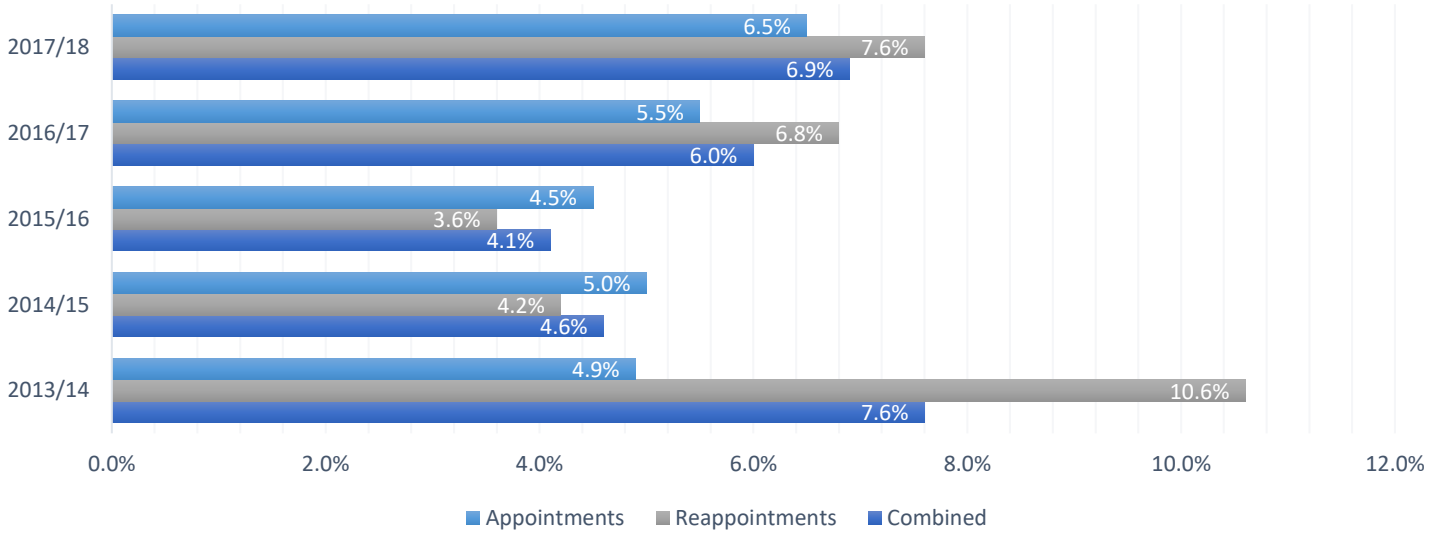
Figure 8 - Chair Appointments and Reappointments to people from a BAME background (where declared)



Significantly, there was a slight change to the number of new chairs, with 6.7% of new Chair appointments declaring a BAME background, however no existing BAME chairs being reappointed has offset this (Figure 8).

Disability

Figure 9 - Appointments and reappointments made to people with a declared disability



Whilst there was a slight increase to the number of appointments and reappointments made to those declaring a disability from 6 per cent in 2016/16, to 6.9 per cent in 2017/18, overall progress has been slow and more needs to be done to return to the position in 2013/14 (Figure 9).

Figure 10 - Disability status by competition stage (where declared)

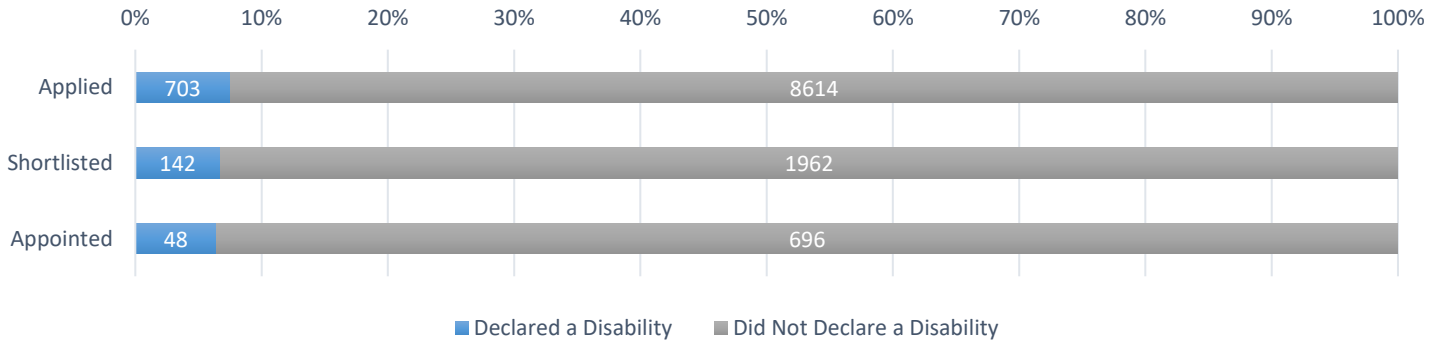
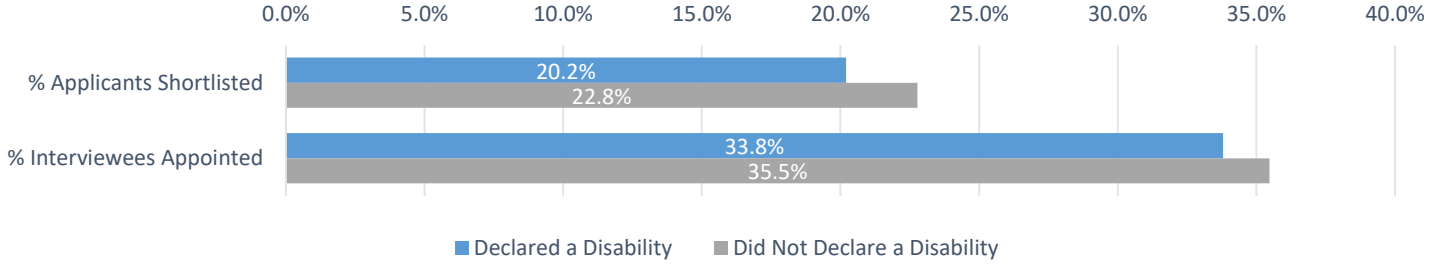
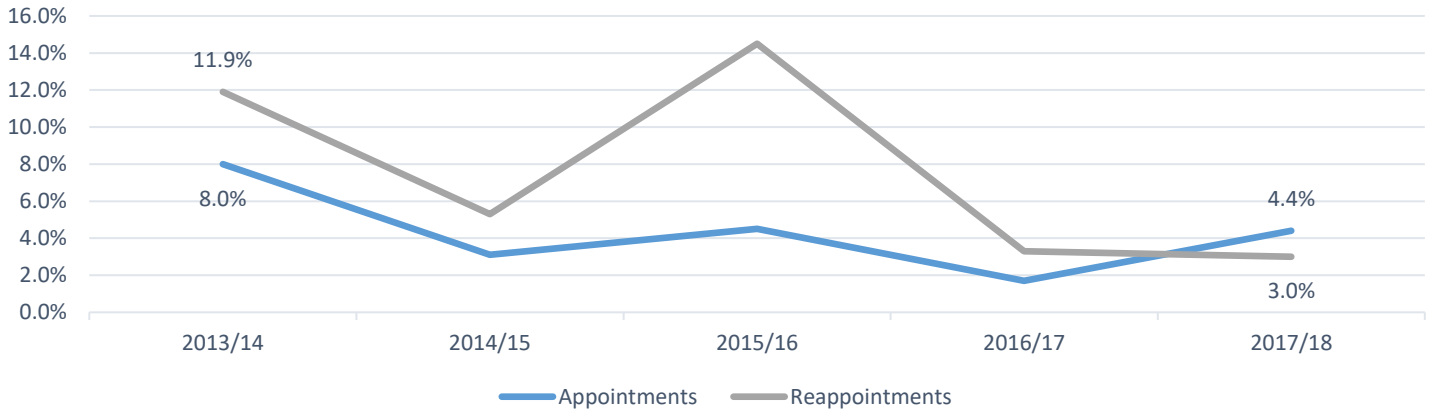


Figure 11 - Applicant progress by declared disability status



In 2016/17, 602 applicants declared a disability. This year, 703 applied however only 142 were shortlisted and 48 were appointed. Again, further examination may need to be made to the assessment stages for candidates declaring a disability (Figure 10 &11).

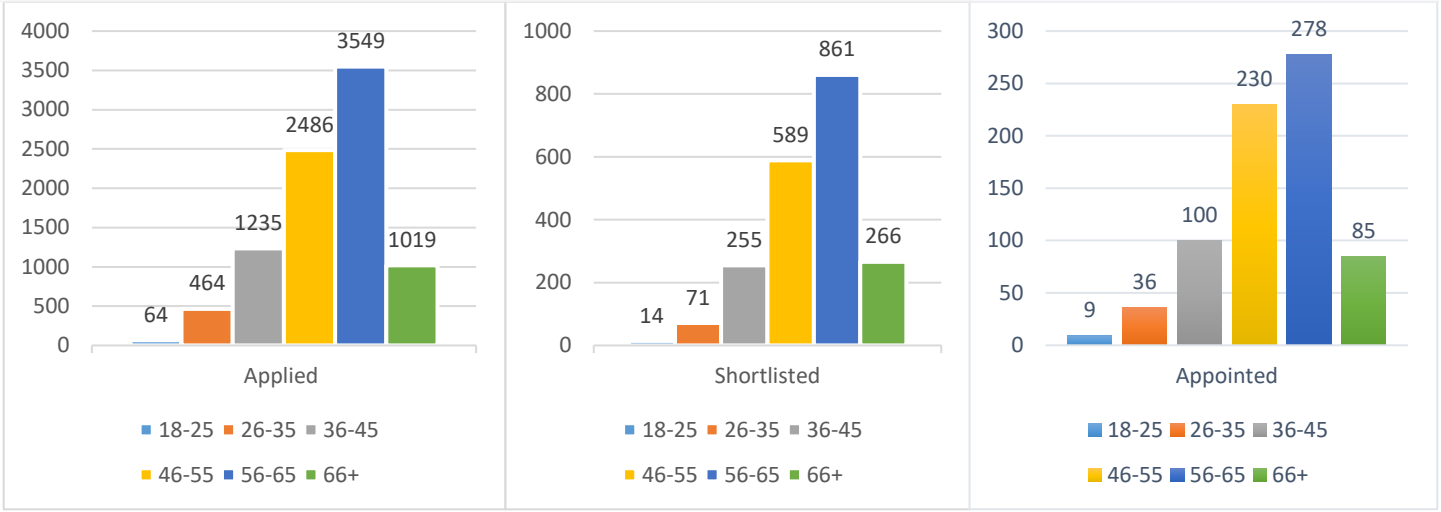
Figure 12 - Chair Appointments and Reappointments made to people with a declared disability



More encouraging is the percentage of Chair appointments made to candidates declaring a disability, which has risen from 1.7 per cent to 4.4 per cent in 2017/18. However, this remains well below the figure of 8.1 per cent from 2013/14, furthermore the percentage of Chair reappointments fell slightly from 3.3 per cent to 3 per cent where disability status was declared (Figure 12).

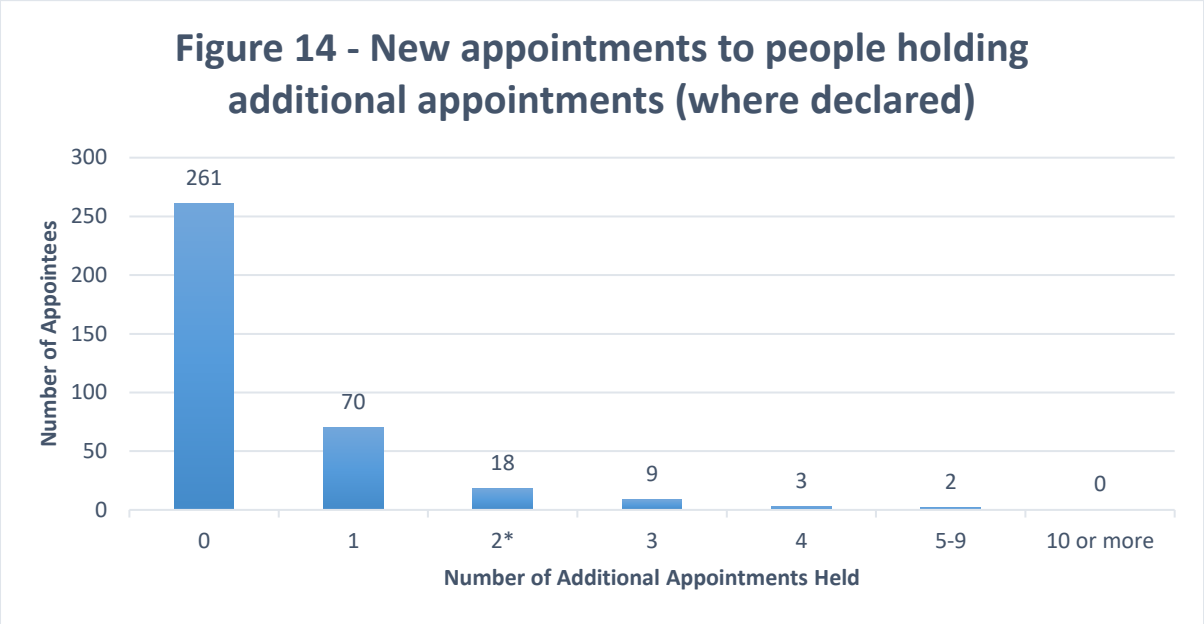
Age

Figure 13 - Age breakdown by competition stage



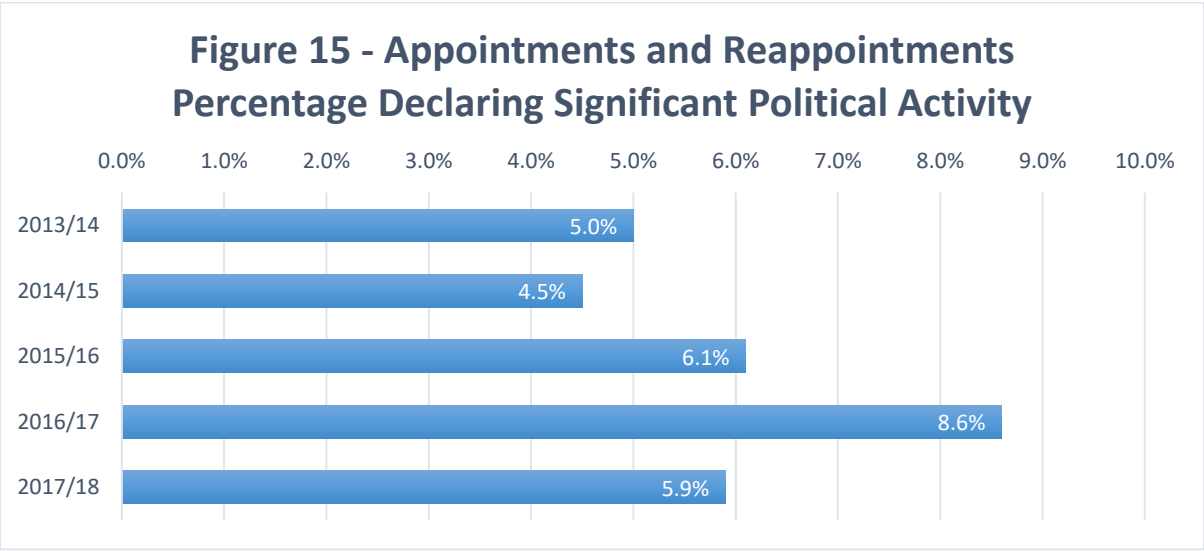
With age, there is a predominance at all stages of the competition of candidates who declare themselves as within the 56-65 category. It is generally accepted that public appointment roles often lend themselves to candidates with a longer and relevant career history, bringing a certain degree of expertise to a board. Candidates attracted to these roles, are perhaps also those who have flexibility to attend board meetings. It is important, however, to increase the proportion of younger applicants and appointees in view of the value of a younger perspective, in particular for those pubic bodies which provides services to a broad age range. The actual number of appointments made to candidates either in the 36 - 45 or 46-55 category, compared to the 56-65 category shows that a better balance in age is being achieved and this is encouraging. It perhaps demonstrates that public bodies and departments are assessing applications with a view to valuing a range of experience and alternative career paths; and are considering how to build a strong field of board members and chairs for the future, one that is representative of the community served (Figure 13).

Other Data



* No data for Q1

It should be noted that that number of responses on other additional appointments held are low, with data only captured for 38 per cent of new appointees. Nonetheless, there is a positive trend here. Of those who responded to the question, new appointments are made to candidates who do not hold another public appointment. This is encouraging as it demonstrates that those who are currently serving are not being appointed to another role; and new candidates are being attracted to the opportunities and roles available in public appointments (Figure 14).



The concern that appointments would be made on the basis of political bias is not supported by the data this year (Figure 15). The number of number appointed and reappointed individuals declaring significant political activity remains low.

Summary

Overall, the diversity data for this year underlines that much more needs to be done to match the progress made over this decade in appointments to women. The Cabinet Office launched a Diversity Action Plan in December 2017, setting a target of 50 per cent female appointments by 2022 and 14 per cent for ethnic minorities (the same as their share of the national population).

The Plan also made a number of proposals to encourage applications from under-represented groups, including mentoring and other support schemes. After the end of the reporting year, the Government also announced an inquiry into why more people declaring disabilities were not applying for public appointments. This is being carried by Lord Holmes of Richmond, a former Paralympian and the conclusions will be available during the next reporting year.

The issue of diverse appointments is not straightforward. The Commissioner takes the view that some of the answers to increasing diversity may lie in more innovative outreach projects to under-represented groups, in departments developing talent pools of potential candidates, in shadow and board apprenticeship schemes and, in supporting new board members and providing help so that they can, in time, become potential chairs. This raises questions not only about the application and interview processes, but also about what happens when people join boards.

We will continue to monitor the diversity data throughout the year, and look for emerging trends. OCPA has focussed on diversity in terms of the statutory protected characteristics but is aware that there is also a need for greater geographical and social diversity, especially for national executive and advisory bodies, as well as locally based health and justices bodies. Throughout the next reporting year, OCPA will review the data provided by candidates in respect of locality. Social mobility is more difficult to interpret from the information on candidate data returns currently provided.

Requests under the Freedom of Information Act or Subject Access

The Commissioner received three requests under the Freedom of Information Act, one in relation to appointments made to the Office for Students, another in relation to appointments made to The Youth Justice Board and finally another in relation to personal data. Redacted versions of the responses that were issued have been published on the OCPA website.

Priorities for 2018/19

Departments have been working with the Governance Code for over a year, and have begun adapting to a new way of working. The duty to inform both Ministers and the public on the progress of each stage of a competition has become established working practice. The Commissioner's intention for the forthcoming year is to encourage and support departments to continue delivering a quality service for public appointments. The Commissioner's regulatory and other functions will be delivered with a focus on the following four priorities:

- Providing independent assurance that the public appointments process is adhered to;
- Ensuring that the public appointment process is robust, transparent and open;
- Being an advocate for diversity in public appointments; and
- Undertaking thematic reviews relevant to public appointments.

Each of these priorities are discussed in more detail below and will form the basis for the Commissioner's Annual Report 2018/19.

Providing independent assurance that the public appointments process is adhered to

This includes reinforcing the need to ensure that an assessment of the relative merits of candidates, against published criteria is evident, through a consistent assessment process that has been sufficiently documented.

During and after the investigation into the Office for Students, a number of procedural issues came to light. The Public Appointments teams in departments had not yet been exposed to the remit of the Commissioner; and OCPA had not streamlined the methodology behind conducting an investigation. Following feedback from the Cabinet Office and the Department for Education, OCPA has examined its working practices again and has introduced a new regulatory framework which outlines the way in which both complaints and investigations will be handled, a copy of this can be found on OCPA's website. The framework, which has been introduced to departments, defines the Commissioner's approach to assuring compliance with the Code through pre- arranged audits. OCPA has already commenced arrangements to visit departments to examine both appointments and reappointments from the start of the process, including attraction strategies, assessment and selection.

In the past, OCPA used 'RAG' ratings to determine and report on compliance with the public appointments code. The new, less prescriptive Code does not lend itself to such a reporting method. Instead, the findings will be captured in terms of best practice, and identifying areas in which departments can develop and improve. This will be shared with departments, at official and permanent secretary level, and will be used to inform future annual reports. In line with the approach of many other independent, regulatory and monitoring bodies the

individual reports on departments will not be published so as to safeguard the space for open and frank dialogue.

The complaint function will also continue, with a thorough examination of an appointment campaign, and in order to achieve that, departments will be asked to supply records relating to the relevant competition. The Commissioner will continue to produce a Decision notice, which departments have the chance to comment on, before it is published on the OCPA website.

Ensuring that the public appointment process is robust, transparent and open

A new data collection website, managed by the Cabinet Office will underpin the management information that OCPA collects, to monitor the progress of live competitions, and in order to perform the function of reporting on the diversity of appointees. This re-designed system will ensure that a better quality of data is collected, and will enable OCPA to monitor more closely the progress of campaigns. In particular, OCPA will monitor the aim in the Code to conclude the appointment process within three months of the closing date for applications.

The Commissioner will continue to take an active interest in significant and high profile appointments, in particular those that are likely to attract attention from the media or from the public. If there are concerns, he will request to see supporting information and provide comment, where necessary, on issues arising. As a matter of course, he will request to review the final report for these campaigns, produced by the Advisory Assessment Panel.

Another emerging issue with a small number of departments is the lack of consistent records at long list and shortlist stages. OCPA would welcome an online application management system, upon which panels are required to input details of the assessments made for every candidate, against the published criteria, making the decision making process easy to manage and providing a better quality of data for both departments and OCPA. Implemented in the right way, this could prove a more accessible way for candidates with certain disabilities to apply.

The Commissioner will continue to encourage an open dialogue with departments, Parliament and the public. Departments regularly consult or seek a view from the Commissioner on extensions to tenure, appointments without competitions and the appointment of senior independent panel members. There is value in having these discussions in advance of an announcement being made. OCPA welcomes such discussions on any aspect of the appointment process and will provide timely responses to questions raised.

In order to obtain the views and experiences of those either administering the public appointment process, or applying for a role, the Commissioner will conduct feedback forums, in which views can be confidentially shared. The main purpose of these will be to inform the Commissioner on the initiatives taken to encourage diversity and the level of customer care administered by departments.

Being an advocate for diversity in public appointments

The Commissioner welcomed the Public Appointments Diversity Action Plan, published by the Cabinet Office in December 2017, and supports the Government's intention to take a more inclusive approach when making appointments to the boards of public bodies. As we have seen in this report, there is work to be done here. Diversity will be a key element of the audit activity undertaken this year. OCPA will provide Departments with a breakdown of their own data and will discuss the current diversity of appointments. The visits aim to collect and collate examples of best practice, and disseminate them to other departments facing challenges. OCPA officials will be looking to identify innovative approaches which extend opportunities out to a wider field of candidates who might not have considered a public appointment in the past; or aim to build the field of candidates for board positions in the future.

The Commissioner will continue to promote diversity through attendance at events. He has also offered support to Lord Holmes of Richmond in his review on the barriers to disabled applicants, and OCPA looks forward to collaborating with him; and to his report which will be finalised during 2018/9.

Undertaking thematic reviews relevant to public appointments

In order to provide further assurance on the way in which departments and ministers are making public appointments, the Commissioner will undertake a number of thematic reviews. There are already some emerging questions that could require deeper research and consideration. Thematic reviews may include:

- The independence of panel members and their ability to input into the process from the start, how they support or exercise effective challenge to the assessment process, and whether they are able to influence the diversity and inclusion strategy taken by the department;
- The attraction strategy departments employ to attract a wide and diverse pool of candidates;
- The use of mentoring and shadowing programmes aimed at supporting a new and diverse supply of candidates for positions on the boards of public bodies so that they become more representative of the communities they serve;
- A review of the approach departments take to due diligence;
- Seeking feedback from candidates applying for public appointments to better understand the customer journey and identify potential barriers to particular groups;
- The use of reserve lists and whether this can be used cost effectively (provided for in 7.7 of the Governance Code)

Management Information

Annual Survey of Public Appointments 2017/18

Table 1: New appointments by role and body type

Body Type	Chair	Member	Total Number of New Appointments
Independent Monitoring Boards	0	65	65
National Health Services Bodies	13	95	108
Other	38	739	777
Total	51	899	950

Table 2: Reappointments by role and body type

Body Type	Chair	Member	Total Number of Reappointments
Independent Monitoring Boards	0	539	539
National Health Services Bodies	15	128	143
Other	25	225	250
Total	40	892	932

Table 3: Total new appointments and reappointments by role and body type

Body Type	Chair	Member	Total Appointments and Reappointments
Independent Monitoring Boards	0	604	604
National Health Services Bodies	28	223	251
Other	63	964	1027
Total	91	1791	1882

Table 4: Total appointments and reappointments by role by year

	New Appointments			Reappointments			Total
Year	Chair	Member	Total	Chair	Member	Total	
2009/10	109	1118	1227	60	952	1012	2239
2010/11	87	939	1026	170	675	845	1871
2011/12	195	1280	1475	31	234	265	1740
2012/13	N/A	N/A	605	N/A	N/A	482	1087
2013/14	79	1044	1123	55	972	1027	2150
2014/15	76	931	1007	45	836	881	1888
2015/16	56	1252	1308	72	860	932	2240
2016/17	64	1211	1275	72	884	956	2231
2017/18	51	899	950	40	892	932	1882

Gender

Table 5: New appointments by gender, role and body

Body Type	Chair		Member		Chose not to Declare/ No Answer Given	% female where declared/ known
	Female	Male	Female	Male		
Independent Monitoring Boards	0	0	19	20	26	48.7%
National Health Services Bodies	6	6	45	49	2	48.1%
Other	14	20	279	303	161	47.6%
Total	20	26	343	372	189	47.7%

Table 6: Reappointments by gender, role and body

Body Type	Chair		Member		Chose not to Declare/ No Answer Given	% female where declared/ known
	Female	Male	Female	Male		
Independent Monitoring Boards	0	0	285	254	0	52.9%
National Health Services Bodies	6	7	44	78	8	37.0%
Other	4	19	70	90	67	40.4%
Total	10	26	399	422	75	47.7%

Table 7: New appointments and Reappointments by gender, role and body

Body Type	Chair		Member		Chose not to Declare/ No Answer Given	% female where declared/ known
	Female	Male	Female	Male		
Independent Monitoring Boards	0	0	304	274	26	52.6%
National Health Services Bodies	12	13	89	127	10	41.9%
Other	18	39	349	393	228	45.9%
Total	30	52	742	794	264	47.7%

Table 8: Appointments and reappointments made to women by year

Year	Total appointments and reappointments made to women (where gender known)
2009/10	34.7%
2010/11	36.4%
2011/12	33.9%
2012/13	35.6%
2013/14	39.1%
2014/15	45.2%
2015/16	45.4%
2016/17	45.5%
2017/18	47.7%

Ethnicity

Table 9: New appointments by ethnic background, role and body

Body Type	Chair		Member		Chose not to Declare/ No Answer Given	% BAME where declared/ known
	BAME	Non BAME	BAME	Non BAME		
Independent Monitoring Boards	0	0	2	36	27	5.3%
National Health Services Bodies	0	12	10	83	3	9.5%
Other	3	30	59	510	175	10.3%
Total	3	42	71	629	205	9.9%

Table 10: Reappointments by ethnic background, role and body

Body Type	Chair		Member		Chose not to Declare/ No Answer Given	% BAME where declared/ known
	BAME	Non BAME	BAME	Non BAME		
Independent Monitoring Boards	0	0	20	367	152	5.2%
National Health Services Bodies	0	14	15	104	10	11.3%
Other	0	21	11	135	83	6.6%
Total	0	35	46	606	245	6.7%

Table 11: New appointments and reappointments by ethnic background, role and body

Body Type	Chair		Member		Chose not to Declare/ No Answer Given	% BAME where declared/ known
	BAME	Non BAME	BAME	Non BAME		
Independent Monitoring Boards	0	0	22	403	179	5.2%
National Health Services Bodies	0	26	25	187	13	10.5%
Other	3	51	70	645	258	9.5%
Total	3	77	117	1235	450	8.4%

Table 12: Appointments and reappointments made to people from a BAME background by year

Year	Total appointments and reappointments made to people from a BAME background (where known)
2009/10	7%
2010/11	6.8%
2011/12	7.2%
2012/13	5.5%
2013/14	7.7%
2014/15	7.9%
2015/16	8.4%
2016/17	9.1%
2017/18	8.4%

Disability

Table 13: New appointments by declared disability status, role and body

Body Type	Chair		Member		Chose not to Declare/ No Answer Given	% declared disability where known
	Declared Disability	No Declared Disability	Declared Disability	No Declared Disability		
Independent Monitoring Boards	0	0	0	37	28	0.0%
National Health Services Bodies	0	12	4	90	2	3.8%
Other	2	31	42	526	176	7.3%
Total	2	43	46	653	206	6.5%

Table 14: Reappointments by declared disability status, role and body

Body Type	Chair		Member		Chose not to Declare/ No Answer Given	% declared disability where known
	Declared Disability	No Declared Disability	Declared Disability	No Declared Disability		
Independent Monitoring Boards	0	0	22	211	306	9.4%
National Health Services Bodies	1	13	5	114	10	4.5%
Other	0	19	12	130	89	7.5%
Total	1	32	39	455	405	7.6%

Table 15: New appointments and reappointments by declared disability status, role and body

Body Type	Chair		Member		Chose not to Declare/ No Answer Given	% declared disability where known
	Declared Disability	No Declared Disability	Declared Disability	No Declared Disability		
Independent Monitoring Boards	0	0	22	248	334	8.1%
National Health Services Bodies	1	25	9	204	12	4.2%
Other	2	50	54	656	265	7.3%
Total	3	75	85	1108	611	6.9%

Table 16: Appointments and reappointments made to people declaring a disability by year

Year	Total appointments and reappointments made to people with a declared disability
2009/10	3.9%
2010/11	8.6%
2011/12	5.1%
2012/13	5.3%
2013/14	7.6%
2014/15	4.6%
2015/16	4.1%
2016/17	6.0%
2017/18	6.9%

Protected characteristic progress at each competition stage

Gender

Table 17: All competitions, Gender breakdown by stage of competition

Stage	Female	Male	Self-Description*	Prefer Not To Say (PNS)
Applied	3682	6059	8	97
%	37.4%	61.5%	0.1%	1.0%
Shortlisted	927	1241	1	9
%	42.6%	57.0%	0.0%	0.4%
Appointed	363	398	0	7
%	47.3%	51.8%	0.0%	0.9%

* Self-Description included as Unknown in analysis as actual descriptions weren't collected.

Table 18: Success by gender at each competition stage, all competitions

All Appointments	Female	Male
% Applicants Shortlisted	25.2%	20.5%
% Interviewees Appointed	39.2%	32.1%
% All Applicants Appointed	9.9%	6.6%

The % of Applicants Shortlisted refers to the percentage of applicants from each category that were shortlisted.
The % of Interviewees Appointed refers to the percentage of those who were interviewed from each category who were then subsequently appointed.
The % of All Applicants Appointed refers to the percentage of all those who applied to positions who were subsequently appointed.

Table 19: Chair competitions, Gender breakdown by stage of competition

Stage	Female	Male	Self-Description	PNS
Applied	263	732	1	16
%	26.0%	72.3%	0.1%	1.6%
Shortlisted	78	159	0	1
%	32.8%	66.8%	0.0%	0.4%
Appointed	20	26	0	1
%	42.6%	55.3%	0.0%	2.1%

Table 20: Success by gender at each competition stage, Chair competitions

Chair Appointments	Female	Male
% Applicants Shortlisted	29.7%	21.7%
% Interviewees Appointed	25.6%	16.4%
% All Applicants Appointed	7.6%	3.6%

The % of Applicants Shortlisted refers to the percentage of applicants from each category that were shortlisted.
The % of Interviewees Appointed refers to the percentage of those who were interviewed from each category who were then subsequently appointed.
The % of All Applicants Appointed refers to the percentage of all those who applied to positions who were subsequently appointed.

Ethnicity

Table 21: All roles, ethnicity breakdown by stage of competition

Stage	BAME Background	Non BAME Background	PNS
Applied	1250	7969	317
%	13.1%	83.6%	3.3%
Shortlisted	214	1904	52
%	9.9%	87.7%	2.4%
Appointed	74	671	18
%	9.7%	87.9%	2.4%

Table 22: Success by ethnicity at each competition stage, all competitions

All Appointments	BAME Background	Non BAME Background
% Applicants Shortlisted	17.1%	23.9%
% Interviewees Appointed	34.6%	35.2%
% Applicants Appointed	5.9%	8.4%

The % of Applicants Shortlisted refers to the percentage of applicants from each category that were shortlisted.
The % of Interviewees Appointed refers to the percentage of those who were interviewed from each category who were then subsequently appointed.
The % of All Applicants Appointed refers to the percentage of all those who applied to positions who were subsequently appointed.

Table 23: Chair competitions, ethnicity breakdown by stage of competition

Stage	BAME	White	PNS
Applied	131	792	90
%	12.9%	78.2%	8.9%
Shortlisted	17	213	8
%	7.1%	89.5%	3.4%
Appointed	3	42	2
%	6.4%	89.4%	4.3%

Table 24: Success by ethnicity at each competition stage, Chair competitions

Chair Appointments	BAME Background	Non BAME Background
% Applicants Shortlisted	13.0%	26.9%
% Interviewees Appointed	17.6%	19.7%
% All Applicants Appointed	2.3%	5.3%

The % of Applicants Shortlisted refers to the percentage of applicants from each category that were shortlisted.
The % of Interviewees Appointed refers to the percentage of those who were interviewed from each category who were then subsequently appointed.
The % of All Applicants Appointed refers to the percentage of all those who applied to positions who were subsequently appointed.

Disability

Table 25: All competitions, declared disability status breakdown by stage of competition

Stage	Declared a Disability	Did Not Declare a Disability	PNS
Applied	703	8614	263
%	7.3%	89.9%	2.7%
Shortlisted	142	1962	72
%	6.5%	90.2%	3.3%
Appointed	48	696	25
%	6.2%	90.5%	3.3%

Table 26: Success by declared disability status at each competition stage, all competitions

All Appointments	Declared a disability	Did not declare a disability
% Applicants Shortlisted	20.2%	22.8%
% Interviewees Appointed	33.8%	35.5%
% All Applicants Appointed	6.8%	8.1%

The % of Applicants Shortlisted refers to the percentage of applicants from each category that were shortlisted.
The % of Interviewees Appointed refers to the percentage of those who were interviewed from each category who were then subsequently appointed.
The % of All Applicants Appointed refers to the percentage of all those who applied to positions who were subsequently appointed.

Table 27: Chair competitions, declared disability status breakdown by stage of competition

Stage	Declared Disability	No Declared Disability	PNS
Applied	59	908	46
%	5.8%	89.6%	4.5%
Shortlisted	14	208	16
%	5.9%	87.4%	6.7%
Appointed	2	43	2
%	4.3%	91.5%	4.3%

Table 28: Success by declared disability status at each competition stage, Chair competitions

Chair Appointments	Declared a disability	Did not declare a disability
% Applicants Shortlisted	23.7%	22.9%
% Interviewees Appointed	14.3%	21.2%
% All Applicants Appointed	3.4%	4.7%

The % of Applicants Shortlisted refers to the percentage of applicants from each category that were shortlisted.
The % of Interviewees Appointed refers to the percentage of those who were interviewed from each category who were then subsequently appointed.
The % of All Applicants Appointed refers to the percentage of all those who applied to positions who were subsequently appointed.

Other Data

Age

Table 29: New appointments by age, role and body type

Body Type	Chair						Member						Chose not to Declare/ No Answer Given
	18-25	26-35	36-45	46-55	56-65	66 +	18-25	26-35	36-45	46-55	56-65	66 +	
Independent Monitoring Boards	0	0	0	0	0	0	1	2	2	8	16	10	26
National Health Services Bodies	1	0	0	0	9	3	0	2	6	28	45	10	4
Other	0	0	3	11	11	5	7	32	89	183	197	57	182
Total	1	0	3	11	20	8	8	36	97	219	258	77	212

Table 30: Reappointments by age, role and body type

Body Type	Chair						Member						Chose not to Declare/ No Answer Given
	18-25	26-35	36-45	46-55	56-65	66 +	18-25	26-35	36-45	46-55	56-65	66 +	
Independent Monitoring Boards	0	0	0	0	0	0	8	20	29	52	145	279	6
National Health Services Bodies	0	0	0	1	7	6	0	0	8	17	61	33	10
Other	0	0	0	1	10	3	0	1	9	33	47	32	114
Total	0	0	0	2	17	9	8	21	46	102	253	344	130

Table 31: New appointments and reappointments by age, role and body type

Body Type	Chair						Member						Chose not to Declare/ No Answer Given
	18-25	26-35	36-45	46-55	56-65	66 +	18-25	26-35	36-45	46-55	56-65	66 +	
Independent Monitoring Boards	0	0	0	0	0	0	9	22	31	60	161	289	32
National Health Services Bodies	1	0	0	1	16	9	0	2	14	45	106	43	14
Other	0	0	3	12	21	8	7	33	98	216	244	89	296
Total	1	0	3	13	37	17	16	57	143	321	511	421	342

Sexual Orientation

Table 32: New appointments by sexual orientation, role and body type

Body Type	Chair		Member		Chose not to Declare/ No Answer Given	% LGTBO where declared / known
	LGBTO	Heterosexual	LGBTO	Heterosexual		
Independent Monitoring Boards	0	0	2	36	27	5.3%
National Health Services Bodies	0	11	3	86	8	3.0%
Other	0	31	35	484	227	6.4%
Total	0	42	40	606	262	5.8%

Table 33: Reappointments by sexual orientation, role and body type

Body Type	Chair		Member		Chose not to Declare/ No Answer Given	% LGTBO where declared/ known
	LGBTO	Heterosexual	LGBTO	Heterosexual		
Independent Monitoring Boards	0	0	18	210	311	7.9%
National Health Services Bodies	1	12	6	107	17	5.6%
Other	0	11	10	96	133	8.5%
Total	1	23	34	413	461	7.4%

Table 34: Total appointments and reappointments by sexual orientation, role and body type

Body Type	Chair		Member		Chose not to Declare/ No Answer Given	% LGTBO where declared/ known
	LGBTO	Heterosexual	LGBTO	Heterosexual		
Independent Monitoring Boards	0	0	20	246	338	7.5%
National Health Services Bodies	1	23	9	193	25	4.4%
Other	0	42	45	580	360	6.7%
Total	1	65	74	1019	723	6.5%

Number of Additional Appointments Held

Individuals were asked if they held any additional public appointments. This includes all non-departmental public bodies (NDPBs), NHS bodies, parole boards and research councils.

Table 35: New appointments by number of additional appointments held and role

Number of Additional Appointments Held	Chair	Member	Total	Percentage where response provided
0	7	254	261	71.9%
1	10	60	70	19.3%
2*	1	17	18	5.0%
3	4	5	9	2.5%
4	0	3	3	0.8%
5-9	0	2	2	0.6%
10 or more	0	0	0	0.0%
No Answer	29	558	587	
Total	51	899	950	

*Figures missing for Q1

Table 36: Reappointments by number of additional appointments held and role

Number of Additional Appointments Held	Chair	Member	Total	Percentage where response provided
0	12	93	105	46.3%
1	4	67	71	31.3%
2*	1	13	14	6.2%
3	2	8	10	4.4%
4	0	1	1	0.4%
5-9	5	2	7	3.1%
10 or more	1	18	19	8.4%
No Answer	15	690	705	
Total	40	892	932	

*Figures missing for Q1

Table 37: Appointments and Reappointments by number of additional appointments held and role

Number of Additional Appointments Held	Chair	Member	Total	Percentage where response provided
0	19	347	366	62.0%
1	14	127	141	23.9%
2*	2	30	32	5.4%
3	6	13	19	3.2%
4	0	4	4	0.7%
5-9	5	4	9	1.5%
10 or more	1	18	19	3.2%
No Answer	44	1248	1292	
Total	91	1791	1882	

*Figures missing for Q1

Table 38: Breakdown of additional appointments held by stage of competition, all appointments

Stage	0	1	2*	3	4	5-9	10 or more
Applied	3310	743	186	54	18	19	0
%	76.4%	17.2%	4.3%	1.3%	0.4%	0.4%	0%
Shortlisted	808	221	61	22	6	6	0
%	71.9%	19.7%	5.4%	2%	0.5%	0.5%	0%
Appointed	261	70	18	9	3	2	0
%	71.9%	19.3%	5%	2.5%	0.8%	0.6%	0%

* Figures missing for Q1

Table 39: Breakdown of additional appointments held, reappointments

0	1	2*	3	4	5-9	10 or more
105	71	14	10	1	7	19
46.3%	31.3%	6.2%	4.4%	0.4%	3.1%	8.4%

* Figures missing for Q1

Table 40: Breakdown of additional appointments held by stage of competition, Chair appointments

Stage	0	1	2*	3	4	5-9	10 or more
Applied	275	120	32	8	6	4	0
%	61.8%	27.0%	7.2%	1.8%	1.3%	0.9%	0.0%
Shortlisted	47	44	9	4	2	2	0
%	43.5%	40.7%	8.3%	3.7%	1.9%	1.9%	0.0%
Appointed	7	10	1	4	0	0	0
%	31.8%	45.5%	4.5%	18.2%	0.0%	0.0%	0.0%

* Figures missing for Q1

Table 41: Breakdown of additional appointments held, Chair reappointments

0	1	2*	3	4	5-9	10 or more
12	4	1	2	0	5	1
48.0%	16.0%	4.0%	8.0%	0.0%	20.0%	4.0%

* Figures missing for Q1

Significant Political Activity

Significant political activity includes holding office, public speaking, making a recordable donation & candidature for election within the 5 years prior to application.

Table 42: New appointments by declared significant political activity and body type

Body	Total Appointments	Declared Significant Political Activity	%	Declared No Significant Political Activity	%	Chose Not to Declare	%
Independent Monitoring Boards	65	0	0%	39	60.0%	26	40.0%
National Health Services Bodies	108	15	13.9%	92	85.2%	1	0.9%
Other	777	64	8.2%	546	70.3%	167	21.5%
Total	950	79		677		194	

Table 43: Reappointments by declared significant political activity and body type

Body	Total Reappointments	Declared Significant Political Activity	%	Declared No Significant Political Activity	%	Chose Not to Declare	%
Independent Monitoring Boards	539	2	0.4%	537	99.6%	0	0%
National Health Services Bodies	143	10	7.0%	123	86.0%	10	7.0%
Other	250	5	2.0%	203	81.2%	42	16.8%
Total	932	17		863		52	

Table 44: Appointments and Reappointments by declared significant political activity and body type

Body	Total Appointments and Reappointments	Declared Significant Political Activity	%	Declared No Significant Political Activity	%	Chose Not to Declare	%
Independent Monitoring Boards	604	2	0.3%	576	95.4%	26	4.3%
National Health Services Bodies	251	25	10.0%	215	85.7%	11	4.4%
Other	1027	69	6.7%	749	72.9%	209	20.4%
Total	1882	96		1540		246	

Table 45: Declared Significant Political Activity by year

Year	Total appointments and reappointments	Declared Significant political activity	%
2009/10	2239	188	10.2%
2010/11	1871	193	8.4%
2011/12	1740	232	10.3%
2012/13	1087	98	13.3%
2013/14	2150	107	9.0%
2014/15	1888	85	5.0%
2015/16	2240	136	4.5%
2016/17	2231	95	6.1%
2017/18	1882	96	5.9%

Table 46: Political Party breakdown by body type

Body	Appointments and Reappointments where information for political activity was provided	Conservative		Labour		Lib Dems		Other	
		Number	%	Number	%	Number	%	Number	%
Independent Monitoring Boards	578	1	0.2%	0	0.0%	0	0.0%	1	0.2%
National Health Services Bodies	240	3	1.3%	9	3.8%	5	2.1%	8	3.3%
Other	818	25	3.1%	30	3.7%	9	1.1%	5	0.6%
Total	1636	29	1.8%	39	2.4%	14	0.9%	14	0.9%

Table 47: Breakdown of Political Party affiliation by competition stage, all appointments

Stage	Conservative	Green	Labour	Liberal Democrats	Plaid Cymru	SNP	UKIP	Any Other Parties	No Political Activity
Applicants	388	39	384	128	26	7	11	117	7254
%	4.6%	0.5%	4.6%	1.5%	0.3%	0.1%	0.1%	1.4%	86.8%
Shortlisted	82	8	105	34	5	3	6	21	1875
%	3.8%	0.4%	4.9%	1.6%	0.2%	0.1%	0.3%	1.0%	87.7%
Appointees	25	1	34	13	1	0	1	4	677
%	3.3%	0.1%	4.5%	1.7%	0.1%	0.0%	0.1%	0.5%	89.6%

Table 48: Breakdown of Political Party affiliation, reappointments

Conservative	Green	Labour	Liberal Democrats	Plaid Cymru	SNP	UKIP	Other	No Political Activity
4	3	5	1	0	0	2	2	863
0.5%	0.3%	0.6%	0.1%	0.0%	0.0%	0.2%	0.2%	98.1%

Table 49: Breakdown of Political Party affiliation by competition stage, Chair appointments

Stage	Conservative	Green	Labour	Liberal Democrats	Plaid Cymru	SNP	UKIP	Any Other Parties	No Political Activity
Applied	79	3	33	17	0	1	0	10	821
%	8.2%	0.3%	3.4%	1.8%	0.0%	0.1%	0.0%	1.0%	85.2%
Shortlisted	19	3	10	5	0	0	0	2	191
%	**8.3%**	**1.3%**	**4.3%**	**2.2%**	**0.0%**	**0.0%**	**0.0%**	**0.9%**	**83.0%**
Appointed	4	1	0	0	0	0	0	0	40
%	**8.9%**	**2.2%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**88.9%**

Table 50: Breakdown of Political Party affiliation, Chair reappointments

Conservative	Green	Labour	Liberal Democrats	Plaid Cymru	SNP	UKIP	Any Other Parties	No Political Activity
1	0	1	0	0	0	2	0	36
2.5%	**0.0%**	**2.5%**	**0.0%**	**0.0%**	**0.0%**	**5.0%**	**0.0%**	**90.0%**

Welsh Government Appointments

Protected Characteristics

Table 51: Protected characteristic percentages by role, new appointments

Role	Total Number	% Female (where known)	% BAME Background (where known)	% Declared Disability (where known)
Chair	9	55.6%	0.0%	0.0%
Member	79	53.9%	10.3%	7.7%
Total	88	54.0%	9.2%	6.8%

Table 52: Protected characteristic percentages by role, reappointments

Role	Total Number	% Female (where known)	% BAME Background (where known)	% Declared Disability (where known)
Chair	5	66.7%	0%	0%
Member	62	46.3%	2.5%	9.8%
Total	67	47.7%	2.3%	8.9%

Table 53: Protected characteristic percentages by role, appointments and reappointments

Role	Total Number	% Female (where known)	% BAME Background (where known)	% Declared Disability (where known)
Chair	14	58.3%	0.0%	0.0%
Member	141	51.3%	7.6%	8.4%
Total	155	51.9%	6.9%	7.6%

Table 54: Annual comparison of protected characteristic percentages, appointments and reappointments

Year	% Female (where known)	% BAME Background (where known)	% Declared Disability (where known)
2009/10	30.0%	2.7%	3.6%
2010/11	49.0%	2.5%	16.3%
2011/12	37.3%	1.4%	1.5%
2012/13	46.6%	3.1%	11.5%
2013/14	40.4%	3.0%	8.9%
2014/15	50.0%	3.8%	7.2%
2015/16	47.2%	3.9%	3.7%
2016/17	48.7%	4.5%	7.0%
2017/18	51.9%	6.9%	7.6%

Age

Table 55: Age breakdown of appointments and reappointments

Age Group	18-25	26-35	36-45	46-55	56-65	66+	Chose not to declare/ No answer	Total
Number	0	5	11	36	57	23	5	155
%	0.0%	3.8%	8.3%	27.3%	43.2%	17.4%		

Sexual Orientation

Table 56: Sexual orientation breakdown of appointments and reappointments

Sexual Orientation	LGBTO	Heterosexual	Chose not to declare/ No answer	Total
Number	5	115	35	155
%	4.2%	95.8%		

Multiple Appointments

Table 57: Breakdown of appointments and reappointments made to people holding additional appointments

Number of Additional Appointments Held	Number	%
0	54	77.1%
1	11	15.7%
2*	0	0.0%
3	1	1.4%
4	0	0.0%
5-9	0	0.0%
10 or more	4	5.7%
Chose not to declare/ No answer given	85	
Total	155	

* No data for Q1

Significant Political Activity

Table 58: Breakdown of appointments and reappointments made to people declaring significant political activity

Significant Political Activity	Declared	None Declared	Chose not to declare/ No answer given
Number of appointments and reappointments	25	97	33
%	**20.5%**	**79.5%**	

Table 59: Breakdown of Political Party affiliation, appointments and reappointments

Conservative	Green	Labour	Liberal Democrats	Plaid Cymru	SNP	UKIP	Any Other Parties	No Political Activity
2	1	13	6	1	0	2	0	97
1.6%	**0.8%**	**10.7%**	**4.9%**	**0.8%**	**0.0%**	**1.6%**	**0.0%**	**79.5%**